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SERBIA CONTINGENCY PLANNING AND ECONOMIC SECURITY PROGRAM (SCOPES)

SEMI-ANNUAL REPORT #3

APRIL 1ST – SEPTEMBER 30TH 2007

October 31, 2007

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Serbia Contingency Planning and Economic Security Program (SCOPES)

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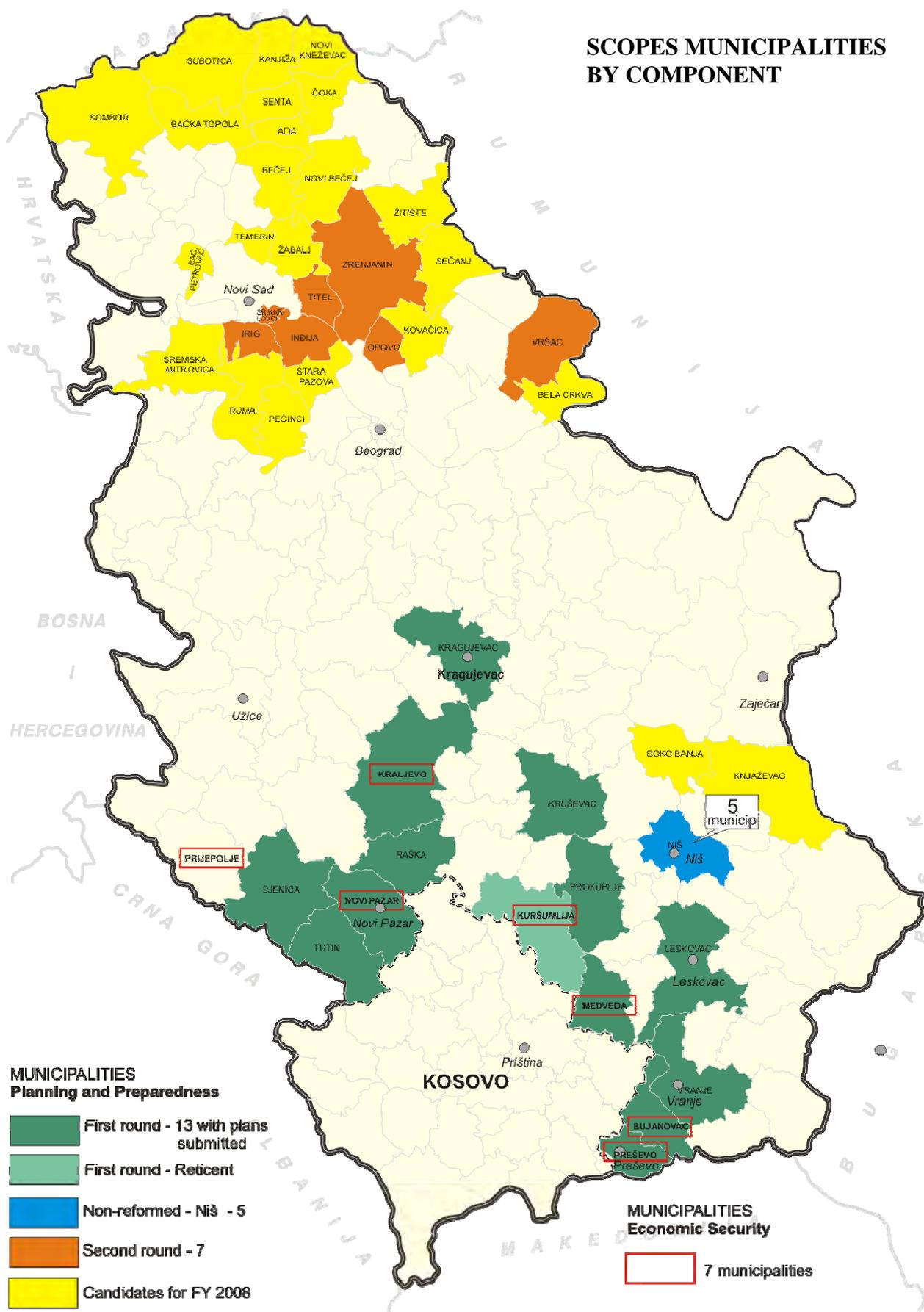
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Development Alternatives Inc.
Humska 3
11000 Belgrade, Serbia
Phone: (381) 11 363 99 00
Fax: (381) 11 363 99 50
Under Contract: DFD-I-00-05-00250-00
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SCOPES MUNICIPALITIES BY COMPONENT



SECTION 1: SUCCESS STORIES

Success Story #1

Summer Camp for Youth Promotes Multicultural Understanding

This summer 65 young people from 12 diverse municipalities across Serbia gathered together on Goč Mountain on August 10–17, 2007 to become advocates for multicultural understanding. Youth, aged 14 to 18, from Aleksinac, Belgrade, Bujanovac, Knjaževac, Kraljevo, Medvedja, Niš, Novi Pazar, Požega, Užice, Vrnjačka Banja and Zaječar took part in the camp. USAID through the Serbia Contingency Planning and Economic Security Program supported the event along with the Municipality of Kraljevo and Swiss Pestalozzi Foundation.



Theater of the oppressed – Discrimination in school

The goals of the weeklong camp are to promote intercultural values, strengthen youth activism and develop intercultural learning skills. This event provided an opportunity for young people from different religious and cultural backgrounds to become acquainted, exchange opinions, learn about their similarities, and gain a better understanding of issues that may arise in multicultural societies, thus promoting cooperation and tolerance. Activities carried out in the summer camp included theater and intercultural learni

learning workshops, sport and entertainment events, as well as excursions to historical and cultural sites in closing workshop applying the techniques of a ‘theater of the oppressed.’” In this, youth wrote and presented different scenarios of oppression in their daily lives and showed how they can exercise their basic human rights in such situations. Some of the issues tackled were discrimination, domestic violence, abuse of children’s rights, stereotypes about sexual preferences and mobbing.

Ten facilitators, youth clubs’ activists, led the workshops. Among these were Miljana Stefanović and Jovana Arandjelović, both from a Nis youth NGO dealing with the mental health of children and youth. Miljana was graduated from the School of Pedagogy. She has been unable to find a job, so volunteer work with children and youth represents an



Active participation of youth in Theater of Oppression

opportunity for her to gain experience in her

profession. “I used to work with elementary school children, so working with high schools pupils represents a challenge for me,” Miljana said. Jovana, on the other hand, has been permanently employed by the youth club as a program officer and coordinator of its youth club network. So she can devote her time fully to the development and organization of different intercultural learning workshops, applying the innovative pedagogic tools and techniques.

This year two additional municipalities joined the camp, Bujanovac and Medvedja, with a total of five boys, both Serbs and ethnic Albanians. The coordinator of the camp and facilitators confirmed that these new members fit in well with the group and were contributing to activities despite having less preparation time than the other campers.

During the gathering several ideas for follow-up joint actions have been suggested and are under preparation for implementation. Namely, the group agreed on starting “Cursor” electronic bulletin, as informative outlet of the Living together youth clubs’ network. Contributions will be gathered from all clubs’ small newsrooms and edited in a main newsroom at *Imam ideju*. The bulletin will inform young people about the events in multicultural settings of the network’s club center municipalities, the life of young people, their opportunities, problems, interests, etc. Another idea that was extensively discussed at the camp and is taking the form of a project is the topic of promoting the rights of children. The idea is to televise a number of articles of UN Convention of the Rights of the Children in short (5-10 minutes-long) TV forms and broadcast them on local and regional TV stations, and eventually a national broadcaster.

The camp was organized by the Kraljevo-based NGO “*Imam ideju*” together with a network of youth clubs, located in the aforementioned municipalities. The camp is one part of a multi-year project implemented by *Imam ideju* entitled “Living Together.” The Economic Security component of the USAID program provides assistance for such activities in an effort to improve the social inclusion of vulnerable groups, helping them better connect to the wider society. Youth are one of the program’s key target groups.

Success Story #2

"Town-gown" relations built at new university department

Municipal officials and first responders describe local disaster management solutions

Breaking new ground in "town-gown" relations, municipal emergency preparedness practitioners from the USAID's Serbia Contingency Planning and Economic Security Program presented their hands-on approaches at the professional/academic conference, "Disaster Management," organized by the University of Niš, Faculty of Occupational Health and Safety, on June 7-8, 2007. The conference inaugurated the Faculty's new degree program and Department of Disaster Management.



Dr Dragan Spasić, Dean of Faculty of Occupational Safety, University of Niš

Medical Services, challenged the academic audience with presentations of real-life, innovative solutions to local disaster management problems. The Preparedness and Planning team uses this kind of open round-table academic discussions, as a platform for networking, exchanges of new ideas and approaches, transferring the knowledge and presenting best practices in local-level disaster management. All presentations are documented in a form of scientific work papers and will be used to shape its programming to serve long-term professional development and sustainability of the Department.

The study of disaster management in Serbia is new and largely theoretical, and the Faculty of Occupational Health and Safety is looking for new ways to bring interdisciplinary approaches, experiential applications and best practice into its undergraduate and graduate curriculum. To that end, it invited representatives of Vojvodina provincial authorities, local officials and first responders participating in the USAID-funded Preparedness and Planning program to present approaches to organizing and planning municipal preparedness. Representatives of Kruševac and Kragujevac city governments, as well as Niš Emergency

The event gathered more than 200 participants from Serbia and abroad, 31 from Serbia Preparedness and Planning program municipalities in Vojvodina, southern Serbia and southwestern Serbia. "The aim of this gathering is to present to professionals information regarding implementation of legislation on protection and rescue in emergencies and its harmonization with EU standards," said Nena Živković, chairman of the organizational committee of the conference. A new draft Law on Protection and Rescue was to have been presented to the public for comment at the conference but, according to conference keynoter Predrag Marić, head of the Ministry of Interior Sector for Protection and Rescue, negotiations over the draft law continue to delay release of a text.

Disaster management was a popular topic on regional television following the conference. Niš television stations did long news segments and an interview program on the conference and, in Vranje, local TV hosted a call-in program in which the dean of the faculty, a professor and the regional head of Ministry of Defense Civil Protection answered questions about emergency preparedness and planning. A regional weekly from Leskovac also published an article on the event. Local disaster management leadership participating in the Niš and Vranje TV programs stressed the contribution and ongoing interest of USAID's Preparedness and Planning program.

Success Story #3

USAID supports tourism and investment potential of Prijepolje

Serbia's most famous basketball player, NBA star Vlade Divac, celebrated his official retirement from basketball in his hometown of Prijepolje on September 23, 2007. The three-day event started in Belgrade and ended at the Culture House square in Prijepolje. Divac's "final score" was witnessed by some 8000 hometown residents, guests and friends from Serbia and abroad, and NBA stars who traveled to Serbia with Divac for the celebration. This offered Prijepolje a unique occasion to promote itself as an appealing tourist destination and investment-attractive community, assisted by two USAID projects: Serbia Contingency Planning and Economic Security and Municipal Economic Growth Activity.



Permanent Exhibition at Basketball Museum, Prijepolje

Of all places in the world, Divac chose to mark the end of his career where he started it – in Prijepolje – and to share this with his fellow citizens, for which Prijepolje mayor, Mr. Turkovic, thanked him. Divac said, "I wanted to show that regardless of the place of birth, even if one comes from a small town where river Lim and Milesevka runs through, one can realize one's dreams." (That was exactly the same name as a recently completed business plan completion [BPC] organized under the auspices of USAID Serbia Contingency Planning and Economic Security Program. The

BPC targeted prospective and existing entrepreneurs from Prijepolje and six other municipalities.) Divac opened the Basketball Museum, donating trophies and memorabilia from his career in the NBA and on the Serbian national basketball team. The standing exhibition will attract fans all around the world to Prijepolje.

The Economic Security component of the USAID program saw a chance to showcase Prijepolje as a tourism destination and launched several activities with the Tourism Organization of Prijepolje (TOP) in preparation. USAID has made an important commitment to working with the tourism sector in southern Serbia, including Prijepolje. The municipality has the potential to expand economic opportunities and positively impact vulnerable groups targeted by Economic Security program through tourism development.



Many young people from Prijepolje gathered at the ceremony

The Economic Security team organized a two-part workshop, "Managing and Making Successful Destinations" and "Planning, Implementing and Marketing Successful Events," in August to help tourism workers strengthen their skills and promote the region as an attractive

destination. The training was also aimed at developing a better tourism offer to showcase special events, like the Divac celebration; adventure tourism such as hang gliding; and sports competitions such as the recent rafting Euro Cup that Prijepolje hosted in July 2007. Tourism can improve livelihoods in the municipality as people improve or start their own businesses or become part of initiatives that serve tourists and others.

The Economic Security component helped TOP develop a web site (www.turizamrijepolje.org.yu), an important tool in promoting tourism, as well as prepare promotional materials. More than 500 postcards and 1000 brochures were given at the Prijepolje event, while the remaining copies will be used at the October 2007 International Tourism Fair in Novi Sad. The promotional material presented the areas that TOP is committed to work in: “Well of Adrenalin”, “Well of Life”, “Well of Cultural”, and “Well of Fun”. The tourist offer includes: adventure sport tourism (climbing and hand gliding), rural tourism, cultural tourism (scores of world famous monasteries, other culture treasures including visiting the Divac museum) and sports tourism (rafting, horse riding). Cultural and sport tourism are particularly popular in the world and will therefore appeal to tourists all over the world. TOP is in the process of institutionalizing its membership to the Tourist Organization of Serbia, which means that its offer will be a part of the country’ biggest tourist organization with extended network of partners both in the country and abroad. This kind of cooperation will secure more organized and steady tourists’ visits to Prijepolje region, thus contributing to the local economic sustainability.

USAID’s Municipal Economic Growth Activity, also working in Prijepolje, used the one-time Divac event to promote Prijepolje’s investment potential and presented an Investment Guide of Prijepolje.

Euro Cup Rafting Championship in Prijepolje for the First Time in Serbia

For the first time, Euro Cup Rafting Championship was held in Serbia, on the rapids of the Lim River on July 14-15 2007. This important sporting and tourist event was organized under the auspices of the Prijepolje municipality and was supported by the USAID Economic Security Program in cooperation with other sponsors. Some 1,000 people attended the event’s opening ceremony.



The Lim River from Kumanica monastery to the center of Gostun is well known for its rapids and bends. The event gathered about 30 teams from Serbia, Bosnia and Herzegovina, Montenegro, Croatia, Slovenia, Bulgaria, Slovakia and Czech Republic, which weighted their abilities in both men’s and women’s slalom and sprint competitions. The fastest in the men’s competition was Tatra from Slovakia, while in the women’s competition, Troja from Czech Republic was the best.

Thanks to various promotions at tourist fairs, more and more people are interested in rafting on river rapids through the picturesque gorges of the River Lim. The Euro Cup Rafting Championship was a unique opportunity to promote

navigating down the rowdy river in rafts as a new tourist attraction that Prijepolje municipality and Polimlje region have to offer.

Prijepolje is encouraged to organizing big regional and international sports competitions, and its ability to host such competitions enhances the economic development of the municipality, helps to popularize such sports among the youth, while at the same time raise the ecological awareness of its citizens. The event's success was further seen in the number of guests who stayed in Prijepolje after the competition, enjoying the river and local hospitality.

Success Story #4

USAID Supports Sandžak Entrepreneur's Participation at International Fair

Novi Pazar-based packaging producer *Gracijani* exhibited its products at the 6th International Fair of Packaging Materials, Machinery and Appliances held in Belgrade on 19-22. September, 2007. *Gracijani* company was one out of 41 winners in a recently completed business plan competition, "Realize Your Dream". This unique opportunity for this small enterprise was enabled by the USAID Economic Security Program.



Gracijani's stand attracts Fair's visitors

The company has a long and successful experience in entrepreneurship and innovative business ideas and is known for its processing equipment for the treatment of jeans ('stone-wash' machines). USAID's support enabled the company to use the Fair as a venue for launching its newest venture, the production of specialized paper bags and other paper packaging and to market its new products.

"I was surprised to learn that stands at this fair were booked almost a year in advance by various producers and exhibitors. I could not afford to plan so far in advance due to financial limitations, but the USAID's assistance helped me come here and promote our products to the wider audience. It also gives me the opportunity to learn more about competitors, establish new business contacts allowing me to potentially expand into new markets, especially to the neighboring countries that I have been trying to do for some time," said Mirsad Graca, owner of *Gracijani*. Helping companies in seven underserved municipalities of Serbia identify potential new customers and new markets is a key aspect of Economic Security program market integration approach to local economic development.

Gracijani employees invested all their knowledge and experience in fully completing the automatic production line for natron bags packaging on their own. The Economic Security grant helps them improve and complete their production process through the purchase of equipment, helping create new jobs. Modernization of the production will include four colors printing of bags, adding to the attractiveness of the offer. Innovation is a hallmark of this small company as it goes as far as to start thinking of further developing the production by adding the handles to the bags. It will enable them to supply all garment stores, thus enormously expanding the market. "The plastic is gradually squeezed out of the market, and the paper packaging made of recycled material has increasingly been recognized as the environment friendly material all over the world. We are thinking about the future and are committed to development of our business in prosperous areas and welfare of our community", says Mr Graca.

Success Story #5

Emergency Preparedness Message Conveyed by Local Actors

A vivid and extensive public debate on the subject of disaster management system and passage of new legal framework has marked the media coverage in the last couple of months. One of the reasons for that are the natural disasters affecting Serbia during summer months (wild fires and industrial pollution) that prompted all national and local public actors, state authorities, experts, civil society organizations and local first responders to broach the issue offering arguments and advocating different concepts and levels of authorities and powers granted in crisis.



USAID Preparedness and Planning program actively works in helping the municipal-level actors in Serbia develop the capacities to and supports the systematic approach to risk assessment, planning and response to emergencies. In respect to the political sensitivity and Preparedness and Planning obligation to maintain a low profile of its activities, a difficult question was posed as to how to raise visibility of the issues allowing for a deserved prominence in media. Preparedness and Planning team has, therefore, encouraged local ownership and helped convey the emergency preparedness message through local actors who voluntarily identified themselves as leaders on the issue.

As the Program team continued with its activities and trainings, organized in new municipalities during summer months, but also for the participants who underwent the basic course last year, the networking among the municipal actors became stronger and the local media interest in the issues greater. The first extensive media coverage was on the air on Presevo-based TV Aldi followed by a feature broadcast on regional TV Raska, tackling the issues of responsibilities of municipal actors in emergencies, and preparedness and planning, as well as response to various hazards that are threatening their respective communities. Furthermore, the latter TV program didn't show only the participants and their reactions to the quality and relevance of the training for their municipalities, but also that the representatives of the two municipal disaster management teams agreed on a joint project to help clear the Raska riverbed to prevent flooding.

Preparedness and Planning team has welcome the representatives of media to trainings, being recognized as important actors of civil society, with a great deal of responsibility of professional, accurately and timely reporting in the event of emergencies. The municipal emergency responders and journalists themselves see the need to strengthen the role of media to inform competently and responsibly the citizens, in the backdrop of the generally uninformed public about prevention measures and what to do in an emergency. Preparedness and Planning program commissioned from the Nis Media Center a visual material and screened footage showing different disasters on the training sessions. Most TV stations do not have that kind of archive footage due to old equipment and few resources, which makes them hard to illustrate the addressed topic and make an attractive footage. This provided video material to the local TV station editor from Raska, who by inserting it, transformed another

"talking head" piece about training into what looked like a serious research piece. Vovjodina journalists were interested in attending the training and published two pieces, one released in a highly circulated regional daily of Dnevnik, while the other was posted on the Vovjodina – based web site.

After the live, call-in TV show aired on a local TV station in Vranje following the Nis conference on disaster management held in June, partially supported by the USAID Preparedness and Planning program, the newly established Department of Disaster management at the University of Nis, Faculty of Occupational Safety, registered an increased number of applications for the autumn term. One third of them have been enrolled at the new Department undergraduate studies.

SECTION 2: PREPAREDNESS AND PLANNING ACTIVITY

Summary of Accomplishments

In the Preparedness and Planning team's experience with over 30 municipalities¹, examining the disaster management process has been a vehicle for dialogue on government responsibility for the safety and security of community residents. The overall goal of Component 1 capacity-building is to help municipalities be more resilient to crises and disasters. Toward this end, the team in this reporting period:

- Trained municipalities in skill areas to build and institutionalize a disaster management system that addresses preparedness, response, recovery and prevention;
- Helped municipalities fulfill their legal obligations by creating (or updating) plans that make up a disaster management system;
- Worked with municipalities to institutionalize disaster management by involving local government in creating and adopting municipal planning ordinances and establishing and empowering a standing disaster management body;
- Helped to improve national government – local government disaster coordination; and
- Helped to improve international agency coordination on issues of policy and dialogue with the Serbian government.

In FY 2007, SCOPES helped four municipalities (Presevo, Bujanovac, Irig, Vrsac) form new crisis management teams, developed training modules based on regional and Serbian best practice and tailored to the legal obligations of local governments in Serbia, and trained 21 municipal teams in disaster management.² In the period April through September 2007, the Preparedness and Planning team trained 107 additional crisis responders in eight more municipal Disaster Management Teams, bringing the total trained within the

Impact in numbers

- 198 crisis responders trained in six subjects to improve municipal disaster management in 21 municipalities
- In-depth interviews with 113 first responders and community leaders in 29 municipalities comprise baseline preparedness database on local emergency management capacity
- In addition to the 13 municipality all-hazards planning documents submitted in December 2006, SCOPES municipalities have created or updated 19 new hazard-specific plans..
- Four of the 21 trained municipalities now have standing disaster management bodies empowered by municipal assembly decisions.
- Toplicki district, covering five southern Serbia municipalities, formed the first-ever district-level disaster management coordination body.
- In the nonreform city of Nis, over 35 community institutions, including 5 municipalities, are working together to include disaster risk reduction within a sustainable strategy for development.

¹ In addition to the 26 municipalities that USAID has approved as participants in Preparedness and Planning capacity-building, SCOPES has conducted baseline inquiries in eight other municipalities in Vojvodina and Eastern Serbia.

² Organizational models and planning documents from SCOPES municipalities demonstrating a high degree of preparedness were used as examples of best practice in the training of Presevo, Bujanovac, Vranje, Novi Pazar, Sjenica, Tutin, Raska, Leskovac, Kursumlija, Prokuplje, Medvedja, Zrenjanin, Titel, Opovo, Sremski Karlovci, Irig, Indjija and Vrsac teams, as well as district/*okrug* level Civil Protection representatives from Vranje, Leskovac and Kraljevo. Special training on the application of risk assessment and vulnerability in natural disaster planning is scheduled for the "advanced" Krusevac, Kraljevo and Kragujevac municipal teams in an October 2007 training session.

component since October 2006 to 198 persons in 21 municipalities in southern, southwestern and northern Serbia.

Responding to feedback from municipal disaster managers and national level experts, the Preparedness and Planning team developed new curriculum and course materials grounded in domestic legal obligations. It challenges municipalities to apply knowledge and skills toward a goal: becoming a certified, "disaster-resilient" municipality. To do so, a municipality must reach certain benchmarks that indicate its commitment to institutionalizing the disaster management cycle. Training, technical assistance and expanding the municipal learning network all support municipalities in achieving the benchmarks, as set out in the text box ("10 Steps to More Disaster Resilient Municipalities"). Special emphasis is placed on preventing crisis by mirroring Serbia's international commitments and establishing a permanent entity – the municipal "standing body" – that can devote attention and resources to disaster risk reduction. Under the new curriculum, municipal disaster management teams have been trained in six subjects:

1. Communication and coordination,
2. Organizational roles and responsibilities,
3. Legal framework and implementation,
4. Planning methodology,
5. Crisis identification and risk assessment, and
6. Risk management and vulnerability.

In five training sessions held in July and September 2007, 19 municipal teams drafted new action plans to improve their municipality's preparedness based on updated risk assessments. In addition to the 13 municipality all-hazards planning documents submitted in December 2006, three SCOPES municipalities have created or updated 19 new hazard-specific plans based on updated risk assessments. Seventeen of the 19 have been drafted for approval of local government.

In the continuing absence of a national normative framework, the Component 1 team has provided training and technical assistance to ground municipal disaster management and risk reduction in local government decisions. As of September 30, 2007, four municipalities had established standing disaster management bodies empowered by local government; three of these were established since the start of SCOPES training.

At the national level, the Preparedness and Planning team fostered creation of a Disaster Management Working Group, chaired by the UN Humanitarian Coordinator and composed of a broad spectrum of international actors that advocate with the Serbian government for a national disaster management framework.

10 STEPS TO MORE DISASTER-RESILIENT MUNICIPALITIES

- Assess current capacity (MEMCI).
- Ensure local buy-in (MoU)
- Identify specific hazards and provide support in planning for those hazards.
- Train in legal obligations, risk assessment and risk management, resulting in a specific-hazard Response Plan
- Train in communication and coordination, resulting in standard procedures
- Train in importance of local government/ civilian role, resulting in local ordinance on standing disaster management body
- Train in regional disaster risk reduction models, resulting in a comprehensive plan according to current law
- Documents are vetted with experts and revised as needed.
- Conduct follow-up capacity assessment.
- Certify municipality as Disaster-Resilient.

With the support of over 35 local resource institutions, SCOPES obtained commitment from the leadership of Nis city's five constituent municipalities to develop implementation plans for that city's disaster management ordinance that has been dormant since 2002 and to integrate disaster risk management into a larger strategy for sustainable development.

The Preparedness and Planning team slightly revised translation and phrasing of questions and conducted 53 additional Municipal Emergency Management Capacity Index (MEMCI) baseline interviews with crisis responders in 15 more municipalities during this reporting period. Since January 2007, a total of 113 MEMCI baseline interviews have been conducted in 29 municipalities. This semiannual report comprehensively presents the cumulative findings of MEMCI baseline data collection.

The team submitted six monthly reports on risks to social and political instability, focusing on local-level issues that, as a rule, escape the attention of national and mainstream media.

Activity Update

1.1 ONGOING CRISIS PLANNING AND DEVELOPING EMERGENCY PREPAREDNESS SKILLS IN LOCAL GOVERNMENT, RELEVANT NATIONAL GOVERNMENT UNITS, AND CIVIL SOCIETY

1.1.1 Assess crisis response capacity at the national level and in target municipalities in Serbia and Montenegro. COMPLETED.

This task was completed in August 2006, with the submission of the *Crisis Response Capacity Assessment Report*.

1.1.2 Develop an initial component work plan and revise the work plan as needed, initially quarterly and after one year, at least on a semi-annual basis.

The FY08 work plan was submitted on October 10, 2007.

1.1.3 Build capacity in target municipalities to effectively monitor and plan for a wide range of crises.

The sections below describe municipalities' progression through Component 1 capacity-building programming. For ease of reference, they are grouped under subheadings:³

In selecting target municipalities, the Preparedness and Planning team looks to provide training or technical assistance that (a) reaches municipalities in greatest need of capacity-building; (b) can be implemented expeditiously; (c) can function within the limitations and possibilities of current political conditions in Serbia; (d) offers substantive and, where possible, innovative, content not supplied elsewhere; and (e) contributes to building and sustaining a learning network of municipalities.

Anticipating significant expansion in FY08 of the Preparedness and Planning Team's geographic range, the team developed standard "first contact" procedures. National staff

³ The subheadings themselves are not work plan elements, but correspond with sections in the approved FY08 Work Plan.

members of the team visit each prospective municipality and describe USAID support and introduce SCOPEs Preparedness and Planning activities to municipal leadership, usually the municipal mayor. Except in non-reform municipalities, a review copy of the component Memorandum of Understanding is offered, so that interlocutors have a better understanding of roles and responsibilities if the municipality is selected to enter the program and the municipality is interested in working with the program. (A copy of the MoU for Preparedness and Planning activities is attached as Annex E) At that meeting, team members learn in general terms from the mayor about the municipality's experience, answer questions about the program, describe the role of Municipal Emergency Management Capacity Index (MEMCI) interviews and seek input on possible disaster management interlocutors. During or after the "first contact" meeting, the team schedules a return to the municipality for MEMCI interviews.

After "first contact," field inquiries and research in publicly-available sources, several factors are considered in deciding whether to pursue further the possible selection of the municipality for inclusion in the program, including:

- whether the municipality hosts relocated administrative offices from Kosovo municipalities or has, based on UNHCR statistics, significant refugee and IDP populations;
- potential threats to the municipality, including concentration and type of industry, location of waste disposal sites, condition of water management, etc.;
- history of coping with natural and manmade crises, including involvement of media and civil society actors in response to crisis;
- whether the municipality has been trained (or targeted for training) in the IFRC/Serbian Red Cross local disaster management program;
- experience with USAID-, UN- or EU-funded development and governance programming;
- recommendations from technical experts in the Department for Civil Protection, Center for Human Security, Serbian Red Cross, Ministry of Agriculture and others;
- quantitative and qualitative MEMCI baseline data;
- willingness to participate fully in Preparedness and Planning capacity-building activities; and
- potential to promote best practice or mentor other municipalities in the learning network.

On the basis of the above, municipal profiles and a recommendation for inclusion in the program are submitted to USAID. Twelve new municipalities were approved in this reporting period. In April 2007, USAID approved SCOPEs engagement in and strategy for including the five municipalities (including one non-reform) that make up the non-reform city of Nis. In June 2007, USAID approved seven municipalities in Vojvodina (Zrenjanin, Titel, Opovo, Sremski Karlovci, Irig, Indjija and Vrsac).

Establish baseline profiles for target pool

During this reporting period, the Preparedness and Planning team conducted 53 more baseline Municipal Emergency Management Capacity Index (MEMCI) interviews with crisis responders inside and outside government in 15 municipalities. Since January 2007, a total of 113 MEMCI baseline interviews have been conducted in 29 municipalities. In the light of interview responses obtained in FY07, the Preparedness and Planning team modified the

MEMCI more accurately to reflect terminology used in component training sessions, clarified questions and reviewed weighting of values associated with some questions. The average municipal baseline score is 59.01 out of 77 points required to "pass." Based on quantitative data, only Secanj, Medvedja, and Krusevac achieved a "passing" score of over 77 on the baseline MEMCI. Having applied lessons learned from the pilot interviews, MEMCI surveys conducted in this reporting period accurately reflected the "hierarchy" in preparedness capacity that eventually emerged during SCOPES training of seven new Vojvodina municipalities. Disaster management teams from Irig, Vrsac and Sremski Karlovci showed a low degree of coordination and communication, while those from Titel and Indjija a high degree.

Advance training strategy and resources

Using modules from the US Federal Emergency Management Agency course, SCOPES October-November 2006 trainings introduced disaster management principles and focused particularly on the need for communication and coordination in local teams. The training supported preparation of an all-hazards plan with operational annexes for specific hazards. In the absence of a coherent legal framework, municipal-level all-hazards planning is feasible in Serbia -- but experience with SCOPES original 13 trained municipalities demonstrated that the complex set of existing norms governing municipal-level preparedness does not easily accommodate all-hazards planning. Responding to feedback from municipal disaster managers and national level experts, the Preparedness and Planning team developed new curriculum and course materials grounded in domestic law and Serbia's international commitments.

After extensive consultations, the team prepared the course materials with input and expert advice from IFRC, Center for Human Security experts, a consultant to the UN International Strategy for Disaster Reduction, Civil Protection representatives, the director of the National Water Management Directorate and other water management experts. While helping municipalities fulfill current legal obligations in emergency response planning, the training program prepares them for a seamless transition to what, according to SCOPES best information, will be their future requirements under any new Law on Protection and Rescue or national disaster management strategy. Special emphasis is placed on preventing crisis by mirroring Serbia's international commitments and establishing a permanent entity – the municipal "standing body" – that can devote attention and resources to disaster risk reduction.

Municipal disaster management teams were trained in six subjects during this reporting period. An additional course in information dissemination will be offered in FY08. The six subjects that were the focus of training were:

- Communication and coordination,
- Organizational roles and responsibilities,
- Legal framework and implementation,
- Planning methodology,
- Crisis identification and risk assessment, and
- Risk management and vulnerability.

These skills associated with training in the above subjects apply to any crisis event or hazard. The new Preparedness and Planning curriculum challenges municipal teams to apply what they have learned and to do so in order to fulfill an *explicit* legal obligation of local self-

government -- *not* an obligation of the Ministry of Defense/Civil Protection -- under the Law on Waterways: a response plan on defense against floods. The municipal flood defense plan has the added advantage of being a public document, designed to complement the National Flood Defense Plan that is published annually in the national legal register/*Sluzbeni glasnik*. In this way, its preparation is a vehicle in which all republic-level, municipal and civil society actors at local level can collaborate openly, within the mandates of all relevant government bodies under current law. Importantly, planning to respond to a natural disaster uses a politically uncharged vocabulary that also applies to humanitarian response procedures for manmade emergencies.

Build knowledge and skills in emergency preparedness and planning

Incorporating MEMCI interviews, training, networking events and the alternative strategy for capacity-building on the nonreform city territory Niš, the table below reflects the geographic range of Preparedness and Planning capacity-building activities as of September 30, 2007. Nine trainings were held in FY07, six of those during this reporting period. Of the original 14 target municipalities approved in 2006, disaster management teams from 12 have attended two training sessions.⁴ As described in the last semiannual report, capacity and capability of the original 14 municipal disaster management teams varies greatly, and a major focus of training efforts in this reporting period was to address those issues. Even after a second round, Bujanovac and Kursumlija remain the teams in the most need of remedial assistance, and – in addition to extra capacity-building and technical assistance -- special means to assist these municipalities through newly-appointed district-level representatives are in place.

⁴ An individual representative from Novi Pazar who heads the city's disaster response efforts has attended three trainings. Three large municipalities with a large military infrastructure in urban areas (thus a factor to be dealt with in local government disaster management) and/or an existing municipal security council – Kraljevo, Kragujevac and Krusevac – were trained separately on October 23-25, 2007 in a special "advanced" session. A small delegation from Kraljevo's disaster management team attended a July 2007 training session, but the delegation had insufficient representation from municipal authorities.

MUNICIPALITY	MEMCI SCORE	USAID app'vd for CI	TRAINING						PROFESSIONAL NETWORK CAPACITY BUILDING	Total number of attendees
			Communication & Coordination	Organizational Roles & Responsibilities	Legal Framework & Implementation	Planning Methodology	Crisis Identification & Risk Assessment	Risk Management & Vulnerability	Disaster Management conference organized by Nis University	
BAČKA TOPOLA	60.20									NA
BUJANOVAC	26.00	✓	Nov-06	Nov-06	Nov-06	Nov-06				9
					Jul-07	Jul-07	Jul-07	Jul-07		12
INĐIJA	74.25	✓	Sep-07	Sep-07	Sep-07					13
IRIG	40.50	✓	Sep-07	Sep-07	Sep-07	Sep-07	Sep-07	Sep-07		3
KNJAŽEVAC	61.67									NA
KOVAČICA ⁵	19.67									NA
KRAGUJEVAC	66,00	✓	Nov-06	Nov-06	Nov-06	Nov-06				6
									Jun-07	2
					TB Oct-07	TB Oct-07	TB Oct-07	TB Oct-07		TBD
KRALJEVO	65.00	✓	Nov-06	Nov-06	Nov-06	Nov-06				8
									Jun-07	3
					Jul-07	Jul-07	Jul-07	Jul-07		2
					TB Oct-07	TB Oct-07	TB Oct-07	TB Oct-07		TBD
KRUŠEVAC	78.40	✓	Nov-06	Nov-06	Nov-06	Nov-06				3
									Jun-07	3
					TB Oct-07	TB Oct-07	TB Oct-07	TB Oct-07		TBD
KURŠUMLIJA	60.50	✓	Nov-06	Nov-06	Nov-06	Nov-06				16
									Jun-07	2
					Jul-07	Jul-07	Jul-07	Jul-07		3
LESKOVAC	70.33	✓	Nov-06	Nov-06	Nov-06	Nov-06				11
									Jun-07	3
					Jul-07	Jul-07	Jul-07	Jul-07		12
MEDVEĐA	77.50	✓	Nov-06	Nov-06	Nov-06	Nov-06				5
					Jul-07	Jul-07	Jul-07	Jul-07		6
NOVI PAZAR	63.43	✓	Nov-06	Nov-06	Nov-06	Nov-06				7
					Jul-07	Jul-07	Jul-07	Jul-07	Jun-07	3
				Jul-07	Jul-07	Jul-07	Jul-07		6	

⁵ Additional MEMCI interviews in progress.

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NOVI BEČEJ ⁶	34.50									NA
OPOVO	50.40	✓	Jul-07	Jul-07	Jul-07	Jul-07	Jul-07	Jul-07		5
PANČEVO	N/A	N/A							Jun-07	1
PREŠEVO	60.50	✓	Nov-06	Nov-06	Nov-06	Nov-06				8
					Jul-07	Jul-07	Jul-07	Jul-07		9
PROKUPLJE	43.75	✓	Nov-06	Nov-06	Nov-06	Nov-06				5
									Jun-07	2
					Jul-07	Jul-07	Jul-07	Jul-07		9
RAŠKA ⁷	59.00	✓	Nov-06	Nov-06	Nov-06	Nov-06				4
					Jul-07	Jul-07	Jul-07	Jul-07		7
SEČANJ	104.00									NA
SJENICA	75.00	✓	Nov-06	Nov-06	Nov-06	Nov-06				6
									Jun-07	1
					Jul-07	Jul-07	Jul-07	Jul-07		3
SOKOBANJA	37.40									NA
SOMBOR	57.50									NA
SR. KARLOVCI	47.00	✓	Jul-07	Jul-07	Jul-07	Jul-07	Jul-07	Jul-07		3
SR. MITROVICA	40.25									NA
TITEL	74.00	✓	Jul-07	Jul-07	Jul-07	Jul-07	Jul-07	Jul-07		14
TUTIN	49.00	✓	Nov-06	Nov-06	Nov-06	Nov-06				6
									Jun-07	2
					Jul-07	Jul-07	Jul-07	Jul-07		4
VRANJE	49.14	✓	Nov-06	Nov-06	Nov-06	Nov-06				11
									Jun-07	3
					Jul-07	Jul-07	Jul-07	Jul-07		6
VRŠAC	47.60	✓	Sep-07	Sep-07	Sep-07	Sep-07	Sep-07	Sep-07		3
ZRENJANIN	62.00	✓	Jul-07	Jul-07	Jul-07	Jul-07	Jul-07	Jul-07		6
VOJVODINA PROV. AUTH.	N/A	N/A							Jun-07	2
NIS - FIVE CONSTITUENT MUNICIPALIT.	TECHNICAL ASSISTANCE ONGOING SINCE APRIL 2007									

⁶ Additional MEMCI interviews in progress.

⁷ This score does not correspond to qualitative data on Raska..

Participants' evaluation of Preparedness and Planning training has been rising steadily since the curriculum and course materials were revised. This can be attributed, partially, to the fact that starting in July 2007, each training session has incorporated more resource and "best practice" materials produced by other municipal disaster management teams.

EVENT	TRAINING TITLE	PARTICIPATING MUNICIPALITIES	DATE	AVERAGE MARK FROM PARTICIPANTS (on scale of 5)	PARTICIPANTS' POSITIVE COMMENTS	PARTICIPANTS' NEGATIVE COMMENTS
1	Basic Disaster Management Training	Bujanovac, Presevo, Vranje	10/31/2006 to 11/02/2006	3.32	Identifying problems; teamwork with head of DM team; networking; new knowledge, methods	National legal framework is unclear. Problems with terminology and definitions. .
2	Basic Disaster Management Training	Sjenica, Tutin, Raska , Kragujevac, Kraljevo	11/08/2006 to 11/10/2006	3.35	Improving communication; identifying problems; exchanging experience; getting new information	National legal framework is unclear. Problems with terminology and definitions. .
3	Basic Disaster Management Training	Krusevac, Leskovac, Medvedja, Novi Pazar, Prokuplje	11/14/2006 to 11/16/2006	3.30	Systematically presented information; good planning methodology; teamwork with other participants	Too much information on the issue
4	General methodology for risk assessment and defense from floods	Kursumlja	05/22/2007	3.50	Hearing new ideas and solutions; glad to receive Participants' Manual and list of laws relating to local govt responsibilities	Regret not having participated in training when invited earlier and not hearing solutions and approaches in other municipalities
5	General methodology for risk assessment and defense from floods	Presevo, Bujanovac and Vranje	07/04/2007 to 07/06/2007	4.05	Hearing examples from municipalities; high motivation for further activities; flood risk assessment methodology	No negative comments from any participant
6	General methodology for risk assessment and defense from floods	Novi Pazar, Sjenica, Tutin, Raska	07/10/2007 to 07/13/2007	4.00	Hearing examples from municipalities; good methodology; acquiring additional self confidence; quality materials	Want more opportunities to exchange experience Presentation of water specialist. ⁸
7	General methodology for risk assessment and defense from floods	Kursumlija, Leskovac, Medvedja, Prokuplje	07/17/2007 to 07/20/2007	4.00	Good methodology; teamwork, experience exchange, cooperation with other municipalities	Participation of mayors or municipal leadership should be obligatory.
8	Municipal Disaster Management and Risk Assessment ⁹	Sremski Karlovci, Opovo, Titel and Zrenjanin	07/24/2007 to 07/27/2007	4.30	Good methodology; new information on the subject; getting familiar with experience of others; examples of good practice	National legal framework is unclear.
9	Municipal Disaster Management and Risk Assessment	Indjija, Irig and Vrsac	9/25/2007 to 9/28/2007	4.53	Teamwork and cooperation among municipalities, GIS presentation, experience exchange	National legal framework is unclear.

⁸ The water specialist who presented at that training session has been replaced.

⁹ This is the same course as "General methodology for risk assessment and defense from floods." The title was changed to be more manageable in Serbian and English.

Apply knowledge and skills in emergency preparedness and planning

As described in the FY08 Work Plan, the capacity-building program challenges municipalities to apply knowledge and skills toward a goal: becoming a certified, more "disaster-resilient" municipality. In order to achieve this distinction, a municipality must reach certain benchmarks that indicate its commitment to institutionalizing the disaster management cycle (preparedness, response, recovery, prevention). The first benchmark that demonstrates what a disaster management team has learned is for a municipality to create or update its Flood Defense Plan. Fulfilling this legal obligation is a challenge that stretches the capacity of most municipalities. The Preparedness and Planning team anticipates that a total of 33 municipalities will have completed their Flood Defense Plans by September 2008. In this reporting period, disaster management teams were required during training sessions to draft action plans toward updating or creating their Flood Defense Plans. Nineteen teams drafted action plans; three municipalities (Vranje, Krusevac, Titel) completed their Flood Defense Plans ahead of schedule. Applying lessons learned in SCOPES training, Vranje completed two additional hazard plans, and Krusevac completed 14 additional hazard plans. In addition to the 13 municipality all-hazards response planning documents submitted in December 2006, SCOPES municipalities had by September 30, 2007 created or updated 19 new hazard-specific response plans.

To support timely delivery of updated Flood Defense Plans, the Preparedness and Planning team applied peer pressure: a representative of best-practice Krusevac provided fellow SCOPES municipalities with materials to support organizing their municipal disaster management systems along a local government led model, helped train 18 municipal teams and "challenged" fellow SCOPES municipalities to present their Flood Defense Plans at a networking event hosted by that municipality. The Krusevac networking event will be held on November 6-7, 2007, when disaster management teams from all SCOPES municipalities that have undergone training will have the opportunity to exchange experiences with Krusevac's entire disaster management structure and to compare notes on flood plans. The deadline for final Flood Defense Plan presentation to the SCOPES team is December 2007.

The table below is a snapshot of planning documents production as of September 30, 2007. Four municipalities – Presevo, Bujanovac, Irig and Vrsac – did not have disaster management teams before the start of SCOPES capacity-building. The original 13 municipalities that submitted planning documents in 2006 prepared all-hazards response plans (or, in the cases of Bujanovac and Prokuplje, action plans to produce all-hazards response plans). For that reason, those 13 municipalities have produced more planning documents than those trained in 2007.

Municipality	Training attended	Crisis team officially constituted before start of SCOPES C1 activities	Standing body drafted, inc. within all-hazards plan	Planning documents approved	Planning process driven by...	Planning documents created or updated since SCOPES training (as of Sept. 30, 2007)
Vranje	Oct 30-Nov 2, 2006, July 2007	yes	yes	Updated flood plan pending assembly approval; others approved by Civil Protection and head of local administration. Local govt will not form. Despite draft ordinance prepared by DM team standing body until required by national law.	Civil Protection	all-hazards , action plan for flood plan, 3 hazard plans: floods, dam, chemical accidents
Preševo	Oct 30-Nov 2, 2006, July 2007	no	yes	Despite draft ordinance prepared by DM team, local govt will not form	Civil Protection, at request	all-hazards , action plan for flood plan

				standing body based on experience with DFID Local Safety Council	of local govt	
Bujanovac	Oct 30-Nov 2, 2006, July 2007,	no	no	Action plan for all hazards plan approved by head of municipal administration	local govt Civil Protection	action plan for all hazards document, action plan for flood plan
Sjenica	Nov 8-10, 2006 July 2007	yes	yes	Local govt will not form standing body until required by national law.	Civil Protection	all-hazards , action plan for flood plan
Tutin	Nov 8-10, 2006, July 2007	yes	yes	Local govt will not form standing body until required by national law.	Civil Protection	all-hazards , action plan for flood plan
Raška	Nov 8-10, 2006, July 2007	yes	yes	All-hazards plan approved by municipal executive, Nov. 2006. Standing body approved, Dec 2006	Civil Protection, with local govt	all-hazards , action plan for flood plan, flood in preparation
Kraljevo	Nov 8-10, 2006, July 2007	yes	yes	Local govt will not form standing body until required by national law, draft pending.	Civil Protection	all-hazards , action plan for flood plan
Kragujevac	Nov 8-10 ,2006	yes	yes	Standing body	local govt	all-hazards
Novi Pazar	Nov 14-16, 2006, July 2007	yes	yes	Standing body resolution pending assembly approval	Civil Protection with local govt	all-hazards , action plan for flood plan, flood in preparation
Leskovac	Nov 14-16, 2006, July 2007	yes	yes	Republic-imposed local administration with leadership posts assigned to DSS. Local govt will not form standing body until required by national law, but looking to alternative approach led by civil society.	Civil Protection, republic-level representatives, civil society	all-hazards , action plan for flood plan, flood in preparation
Medveđa	Nov 14-16, 2006, July 2007	yes, but not functional	no	Local govt will not form standing body until required by national law.	Civil Protection	all-hazards , action plan for flood plan, flood in preparation
Prokuplje	Nov 14-16, 2006, July 2007	yes	not at municipal level, but at district level	District standing body approved by district head. Action plan for all hazards plans approved by head of municipal administration	local govt Head of District	action plan for all-hazards document, action plan for flood plan
Kruševac	Nov 14-16, 2006	yes	yes	Standing body , Sep 2006 and subsequent decisions	local govt	all-hazards, 15 hazard plans
Kuršumlija	May, July 2007	yes	not at municipal level, but district level	District standing body approved by district head	Head of District	action plan for flood plan
Opovo	July 25-27, 2007	yes	no		local govt	action plan
Zrenjanin	July 25-27, 2007	yes	no	Republic-imposed local administration with leadership posts assigned to DSS, but municipal structures support drafting a standing body resolution.	local govt	action plan
Sremski Karlovci	July 25-27, 2007	yes	no		local govt	action plan
Titel	July 25-27, 2007	yes	yes	Standing body . Flood hazard plan approved by local administration and Civil Protection.	local govt with Civil Protection	action plan, flood hazard plan
Vršac	September 26-28, 2007	no	no		no clear leadership	action plan
Irig	September 26-28, 2007	no	no	Local govt will not form standing body until required by national law.	Civil Protection	action plan
Indija	September 26-28, 2007	yes	no	Standing body resolution likely to be drafted shortly	local govt	action plan

The action plans submitted during this reporting period reflect the many differences among the municipalities that were described in Semiannual Report #2. The action plans reflect that the most marked changes in SCOPES Component 1 municipalities – most of whose disaster management teams are conservative, Ministry of Defense/Civil Protection-driven – are (a) interested in applying new methodologies to planning, (b) support greater local government involvement in prevention and preparedness and (c) have a greater willingness to take local-level initiatives before a national law governing disaster management is passed. Exceptions remain, and some municipal teams are unwilling for political reasons or unable for capacity reasons to exploit the more proactive approaches SCOPES has presented in training.

Political circumstances within a municipality continue to affect production of planning documents. Where municipal government is controlled by a stable majority, the process moves more efficiently. Where local tensions run high – Zrenjanin, Sjenica, Bujanovac, Presevo, Kursumlija, Leskovac, Tutin – disaster management interlocutor have difficulty garnering political support within local administration. Tensions between the Ministry of Defense Department of Civil Protection and the Ministry of Interior Sector for Protection and Rescue over which ministry will "control" emergency preparedness are still a factor, but to lesser effect at local level in 2007 than in 2006. More relevant are tensions *within* resistant-to-reform Civil Protection structures that affect morale within that organization, available resources and thus work produced by Civil Protection officials. Municipal assemblies do not convene regularly, even stable municipalities, and this, too, slows the ratification of Flood Defense Plans. Political and institutional tensions are likely to heighten as municipal elections approach. By the same token, disaster management teams' continued production of planning documents – even if they do not obtain official municipal assembly or Civil Protection approval – continues to sustain dialogue across republic/municipal, public/private, sector and political lines and provides a focus for discussion of community-based issues within SCOPES municipalities.

Strengthen institutional framework for the municipality's disaster management system

Some municipalities are more responsive than others to changing from the "old" Civil Protection system to "demilitarized" models that involve transparent information-sharing, oversight and control by elected officials, information-gathering from non-state sources and businesses, apolitical appointment of technical experts, and including media and nongovernmental actors in emergency planning. In the absence of a national normative framework, some municipalities are more willing than others to draft or pass ordinances that empower local government, even though creating a "Natural Disasters Service" within a municipality is within authority under the Law on Local Self-Government.

Although the establishment of a standing body is outside SCOPES' control, it is nevertheless a benchmark of demonstrated success toward greater disaster resilience. It marks an important systemic change and impact, especially in the current environment. As of September 30, 2007, four municipalities had established standing disaster management bodies empowered by local government; three of these were established since the start of SCOPES training.

The Serbian government has not yet created a standing body, so there is as yet no opportunity to model good practice at national level. Creating or empowering a standing body requires the mobilization of political will, expressed either in an executive decision by the municipal

mayor or a local ordinance passed by the municipal assembly. Current law allows for the creation of a "Natural Disaster Service" within municipal administration, as well as for *ad hoc* "crisis committees" that respond to given crisis events. In eight of the 21 municipalities trained through September 2007, the mayor indicated that the Civil Protection unit is the "standing body" until and unless changes in the legal framework mandate an alternative.¹⁰

New district heads were appointed by Parliament in July 2007 and are at the start of their tenure, as opposed to municipal government interlocutors who face elections before the end of the next reporting period and, in several municipalities, are already focused on campaigning. During this reporting period, SCOPES turned to the newly-appointed district head in Toplicki district, a SCOPES trainee before his appointment, to help create a standing body that can support preparedness and planning particularly in Prokuplje and Kursumlija, where internal political tensions are inhibiting municipal disaster management. The district formed a disaster management coordination body, the first of its kind at district level. The Raski, Jablanicki and Nisavski district heads have also expressed interest in establishing district-level disaster management planning and coordination bodies.

Monitor and evaluate progress, changes, results

In November and December 2007, the "full" MEMCI will be used for the first time as an annual monitoring tool. This will present new challenges and opportunities in methodology. Our preliminary tests suggest that, for monitoring purposes, the *qualitative* data gathered during the November-December 2007 monitoring MEMCIs will be of particular value and, until the project accumulates a larger body of quantitative data, will likely more accurately reflect municipal progress toward disaster resilience.

1.1.4 Complete response plans with initial target municipalities within six (6) months of project start-up. COMPLETED

An updated description of municipal emergency management capacity in initial target municipalities, focusing on capacity to respond to a potential influx of displaced persons, was provided as part of the Semiannual Report #2, on April 20, 2007 and, updated again, on June 6, 2007. As described elsewhere in this report, the original 14 target municipalities were included in other capacity-building and networking activities.

1.1.5 Build networks for crisis prevention, mitigation, and response including the Serbian national government, local governments, international actors, media outlets, civil society, the private sector, and citizens.

With the goal of improving communication and coordination among crisis responders, several initiatives that build networks and create linkages have so far been undertaken.

¹⁰ Because of the still-unresolved strains between the Ministry of Defense/Civil Protection and Ministry of Interior/Protection and Rescue over control of any future Serbian disaster management system, lack of clarity remains as to the future of the municipal Civil Protection departments. As a rule, the municipal department consist of one person stationed in the Department of Defense "Information and Reporting Center"/*Centar za obavestavanje*.

- **Initiative:** Promote improved communication and coordination between municipal and republic crisis responders.
- **Result:** As represented in the table below, SCOPES training events have consistently included a balance between crisis responder representing republic-level institutions and those representing municipal-level institutions. As reflected in comments from training participants (summarized above), the program continues to build teamwork.

Republic, municipal and civil society representatives, by sector, attending training

Media, Municipal, CSO and Republic Representatives per Sector	Media	Municipal	CSO	Republic	TOTAL
Civil defense				55	55
Civil society development			6		6
Culture, sport and information	3	1			4
Education				6	6
Emergency medicine/ first aid		1	13	2	16
Environmental Protection		9	3	16	28
Municipal executive and budget administration		39			39
Natural Disasters Service		12			12
Public Health				22	22
Public Utilities		23			23
Rescue and Firefighting			2	13	15
Senior ranking municipal official		16			16
Shelter/ demolition/ construction		9			9
Urban Planning		7			7
TOTAL	3	117	24	114	258

- **Initiative:** Promote improved communication and coordination among sectors in municipal disaster management.
- **Result:** As represented in the table below, SCOPES training events have consistently brought together representatives from different sectors that prepare and implement local-level emergency response. A diverse-sector representation at training is not a *prima facie* guarantor that the municipality's team is a success. In some teams, such as Bujanovac, Kursumlija, Tutin and Prokuplje, the diversity at SCOPES training reflects a search for representatives who can ultimately make up a strong team. In other municipalities, such as Leskovac, Vranje, Titel, Indjija and Novi Pazar, the diversity reflects a broad base of actors included in emergency preparedness.

Sectors represented in training sessions, by municipality

Sector Representatives per Municipality	Civil defense	Civil society development	Culture, sport and information	Education	Emergency medicine/ first aid	Environmental Protection	Municipal executive and budget administration	Natural Disasters Service	Public Health	Public Utilities	Rescue and Firefighting	Senior ranking municipal official	Shelter/ demolition/ construction	Urban Planning	TOTAL PEOPLE
BUJANOVAC	2	1		1		2	3		4	4	1	3			21
INĐIJA	1		1		1		1		4	3	2				13
IRIG	1				1	1									3
KRAGUJEVAC	3							5							8
KRALJEVO	5					3	3		2						13
KRUŠEVAC						2		1					2	1	6
KURŠUMLIJA	3				1	6	1		2	4	1		3		21
LESKOVAC	10	2		2	2	2	1		4	3					26
MEDVEĐA	3						4				2	2			11
NOVI PAZAR	2	1			3	3	4			1	1	1			16
VOJVODINA PROVINCIAL AUTHORITIES	1					1									2
OPOVO							1			2		2			5
PANČEVO, observer						1									1
PREŠEVO	2			2		1	5		4			1		2	17
PROKUPLJE	3	2			1	1	3			1		2		3	16
RAŠKA	4				1	1					4		1		11
SJENICA	4			1	1	1					2	1			10
SREMSKI KARLOVCI			1			1	1								3
TITEL	1		1		1		9					2			14
TUTIN	5		1		1					1		2	1	1	12
VRANJE	5				3	1		6	2	2			1		20
VRŠAC											2		1		3
ZRENJANIN						1	3			2					6
TOTAL PEOPLE	55	6	4	6	16	28	39	12	22	23	15	16	9	7	258

- **Initiative:** Create a Disaster Management Working Group ("DMWG"), starting with international and expanding to national actors, in order to advocate for a national disaster management initiative.
- **Result:** Co-chaired by SCOPES with the Office of the UN Resident Coordinator, the international Disaster Management Working Group met in plenary in May 2007. Representatives of thirteen international organizations and embassies¹¹ agreed to offer technical assistance to the Serbian government in development of a national disaster

¹¹ In addition to SCOPES and USAID, the plenary included representatives of UNHCR, UNDP, WHO, ICRC, IFRC, OSCE, UK Embassy, Norwegian People's Aid, Stability Pact Disaster Preparedness and Prevention Initiative for Southeastern Europe, , Delegation of the European Union and a consultant to the UN International Strategy for Disaster Reduction/World Bank.

management normative framework and system, as well as to explore options for coordination and cost-sharing among members on projects of common interest. The second DMWG plenary was planned for fall 2007, and throughout September and October 2007, SCOPES and UNDP attempted to identify and secure counterparts in the Serbian Government – within the office of the President, Prime Minister, Ministry of Defense and Ministry of Interior – who would agree to meet with the international group to discuss the status of negotiations on a national framework. Counterparts were identified, but none would agree to represent the issue.

- **Initiative:** Build capacity of Serbian institutions to play leadership roles in municipal-level disaster prevention, planning and preparedness.
- **Result:** At the University of Nis, Faculty of Occupational Safety, a new Department of Disaster Management began taking in its first degree program students this academic year. Acknowledging that the "town-gown" gap between academics and practical disaster managers is great, the Faculty invited practitioners from SCOPES municipalities to be presenters and participants in an academic conference in June 2007. Over 200 experts and practitioners attended the conference, 27 from SCOPES municipalities. Representatives from three SCOPES cities – Krusevac, Kragujevac and Nis -- delivered papers at the conference that have been published in the juried proceedings.
- **Initiative:** Work with the Red Cross of Serbia to expand capacity for tabletop simulations in municipalities.
- **Result:** With support from the International Federation of the Red Cross, the Red Cross of Serbia has trained 18 new tabletop simulation trainers, so that it can work with SCOPES capacity-building programming and expand the reach of municipal disaster preparedness.

1.1.6 Build linkages between municipalities and relevant national actors to support crisis prevention and planning in accordance with Serbia's commitment to the Stability Pact's Disaster Preparedness and Prevention Initiative.

At the invitation of the Disaster Preparedness and Prevention Initiative (DPPI),¹² the Preparedness and Planning Team Leader and Program Officer/External Relations joined representatives of ten southeast European countries; multilateral governmental organizations (OSCE, UN/ISDR, NATO and the European Commission); Swiss, Danish and Swedish government development organizations; and the Red Cross movement in Zagreb on September 24-25, 2007 for DPPI's 15th regional meeting. Although its participation had been announced, no representatives attended on behalf of the Serbian government. A detailed report was submitted in the September 2007 *Crisis and Conflict Monitoring Memo*.

Despite Serbia's absence, the meeting provided an opportunity for the SCOPES representatives to explore several ways that local-level actors in Serbia can benefit from DPPI models. DPPI's successful projects and new priorities described at the meeting shape the Task 1.1.6 community grants program approved in SCOPES FY08 Work Plan. Under the new Macedonian chairmanship of disaster management training, DPPI pledged to create an open-access regional database of trained trainers and experts. In October 2007, DPPI approached SCOPES to explore cooperation in holding a regional training in Serbia on the European Union's local-level disaster management standards.

¹² DPPI participates in the Disaster Management Working Group described above.

1.1.7 Provide training strategies in areas of local-level actor conflict analysis and management skills, media responsibility during crises, information dissemination during crises, and other

Throughout most of this period and in keeping with guidance from USAID, program activities have taken into consideration the adjudged political sensitivity of Component 1. On instruction, Preparedness and Planning has maintained a low profile and kept contact with media to a minimum. Civil society representatives have been solicited individually to participate in MEMCI interviews and in some trainings. Three municipalities – Sremski Karlovci, Titel and Indjija – named journalists as members of disaster management teams. In nonreform Nis, however, media, the university and the Serbian Red Cross are key players in SCOPES programming. The Nis Media Center produced three sets of video shorts for use in SCOPES nationwide training and "Nis-wide" round table: an overview of national disasters, an overview of local-level crises within the responsibility of local government, and a review of recent threats to safety and security in Nis. In this way, SCOPES strives to include media as responsible actors within the local disaster management process.

During this period, the need for a disaster management system that includes national and local actors, elected officials, technical experts and first-responders became a subject of public debate in national- and local-level media. The discourse has, so far, been marked by reasoned statements on the importance of professionalism, sustainability, coordination among national actors and between national and local actors, as well as cooperation with citizens, humanitarian organizations and others outside government. The special role and responsibility of municipal governments in disaster management has figured strongly in coverage of the issue.

SCOPES national interlocutors and municipal partners have actively sought media attention on the disaster management issue, participating in segments on local news, interview programs and, in Presevo and Vranje, even a live, call-in TV show.¹³ In this respect, USAID's instruction that SCOPES Preparedness and Planning activities maintain a low profile encouraged local ownership and helped convey the emergency preparedness message through local actors who voluntarily identified themselves as leaders on the issue. Local ownership, all the while crediting USAID for raising the issue of disaster management, is especially notable in the extended July 2007 regional "TV Raska" news broadcast and Novi Sad *Dnevnik* article on SCOPES training; both are cited in the media annex to this report. Although sometimes colored by institutional rivalry, discussions on disaster management that have appeared in print and broadcast media are remarkable for their apolitical character and examination of citizens' direct needs.

1.1.8 Monitor on an ongoing basis changing political and social dynamics at municipal and national levels through polling, networking, or other appropriate means in order to assess the risks of conflict or civil crisis. (This includes, *inter alia*, monitoring developments in Kosovo that might lead to IDP movements in response to the Kosovo final status negotiation process.) Provide concise monthly reporting to USAID (that may be made available to other donors) on changing risks of social or political instability, the implications for surge capacity

¹³ After his appearance this summer on regional television with SCOPES trainee and Vranje district Civil Protection head, the dean of the Faculty of Occupational Safety told SCOPES that prospective student interest soared in disaster management and environmental protection. One-third of the Faculty's students are now from the Vranje area, he reported.

contingency planning, and, where appropriate, proposed activities to reduce tension or prevent conflict.

In this reporting period, SCOPEs produced six monthly *Conflict and Crisis Monitoring Memoranda*. Focusing on events that are outside the scope of mainstream media reporting, the monthly report has examined (a) concerns that have the potential to accelerate into crisis or contribute to instability, (b) local-level stories likely to take on national importance, and (c) developments in national and municipal preparedness.

As stated above, the contract requires that SCOPEs monitor “developments in Kosovo or related to the Kosovo status negotiations that might lead to IDP movements or reactions against minorities in Serbia,” but the project is hamstrung by lack of physical presence in Kosovo and administrative barriers to travel there. Reporting from inside Kosovo is submitted to SCOPEs by a veteran journalist and former Voice of America correspondent. Each month, the correspondent in consultation with the Preparedness and Planning team examines a single issue. Reports to date have included insights into Kosovo's political constellation, the influence of the diaspora, security concerns, the housing and property transfer situation and how UNMIK and Kosovo authorities handled the summer's wildfires.

1.1.9 Develop assistance strategies for target municipalities that lack political will to engage in primary component activities or fall under USAID's restrictions on assistance to Serbia.

On April 4, 2007, USAID agreed to SCOPEs proposal to work on the territory of the five municipalities that make up the nonreform city of Nis.¹⁴ Work in three reform municipalities began in Nis on March 6; work in the remaining municipalities – one reform, one nonreform - began in April. As stated in the April 2007 decision memo and subsequent correspondence, “the Ambassador confirmed that a group meeting with the [municipal] mayors would be acceptable, but any follow-on contact with the SRS [Serbian Radical Party] mayor should be only if essential (and to be cleared by the DCM). He also confirmed that SCOPEs local staff contacts with the SRS mayor are allowed if it necessary for the project implementation.”

The alternative strategy for Nis is devoted to two issues: (a) strengthening communication and coordination among relevant actors in Nis so as to implement the city's dormant 2002 ordinance on emergency response and (b) integrating disaster risk management into a larger strategy for sustainable development. On November 2, 2007, preparatory negotiations with over 35 organizations will culminate in a round table of first responders, local emergency managers from Nis' five constituent municipalities, representatives of republic-level institutions, the Faculty of Occupational Safety, Nis Emergency Medical Services, the Serbian Red Cross, civil society, private sector risk management institutes, media and others. The one-day event will gather approximately 50 expert participants from health, safety and security, municipal administration, environmental protection and other sectors.

In addition to the five Nis municipalities, institutions participating in developing the Nis alternative disaster management strategy include Civil Protection; Serbian Red Cross; Faculty of Occupational Safety; Nisava District; Min. of Interior Sector for Protection and rescue;

¹⁴ One of the five municipalities, as well as the city itself, is headed by a non-reform mayor. The city mayor was directly elected, while the city assembly and municipal mayors are chosen by their respective municipal assemblies. All five constituent municipalities' assemblies are dominated by democratic party representatives. The selection of a non-reform mayor in one of the municipalities had more to do with the democratic parties' failure to come to agreement than with popular citizen support for such leadership.

Institute for Occupational Safety; Office for Blood Transfusion; Central Pharmacy; the Civic Initiatives Council (OGI); Department of Defense, Army; Clinical Center; Gerontological Center; Center for Social Work; Min. of Interior, Police and Traffic Police; "27 January" Institute for Security; MIN Institute; "1 May" Institute; Office of Urban Affairs/Registrar; Public Utilities Company Medijana; Public Utilities Company Naissus; Nis TV, RTV Belle Amie; TV5; *Novost*; *Blic*; *Glas javnosti*; Kopernikus TV; Nis Media Center; and Emergency Services.

Changes to the Work Plan

Following Assessment recommendations in programming design and implementation, Preparedness and Planning activities have adhered to the schedule and sequencing set out in the Work Plan.¹⁵ In Semiannual Report #2, the team set out the following priorities for the next six months. None of these has changed.

- *Selecting and training in municipalities in flood-prone areas*
- *Conducting MEMCI interviews*
- *Refining existing curriculum and developing new advanced courses*
- *Documenting case studies of municipal disaster management*
- *Training trainers to conduct on-site simulations*
- *Broadening the base of civil society and media involvement*
- *Managing the Disaster Management Working Group, including efforts on national policy advocacy national authorities, pending formation of a Serbian government*
- *Continuing technical assistance, as needed, to the 13 first-round municipalities to support planning and municipal disaster management policy processes*
- *Completing coordination planning among the five Niš municipalities.* The special approach to coordination planning in nonreform Nis is described in 1.1.9 above.
- *Building and memorializing partnerships with international, government and nongovernmental organizations with which SCOPES can cooperate and, potentially, share costs in joint activities toward common goals*
- *Monitoring crisis and potential risks to political and social instability*
- *Providing early warning*
- *Supporting surge capacity preparations*
- *Training SCOPES staff in monitoring and reporting, SPHERE principles, and the rights of IDPs and refugees.* In June 2007, SCOPES staff received training in assessment skills and reporting, as well as an introduction to SPHERE principles. Three simulations, adapted to real-life scenarios likely in each SCOPES office, were also run during the training. Staff training on protection issues was not conducted during this reporting period.
- *Participating in development of new Work Plan*
- *Refining performance indicators and method of measurement*
- *Developing criteria and procedures for grantmaking in Preparedness and Planning activities.* Categories for grants to be made under Component 1 were developed and subsequently approved in the FY07 Work Plan.

¹⁵ Submitted before the Assessment, the Workplan for Component 1 set out a detailed structure for activities through December 2006. Subsequent activities were largely conditioned on Assessment findings, recommendations and lessons learned.

Key Activities for Next Six Months

- Conducting MEMCI interviews
- Engaging an external expert team devoted to MEMCI monitoring
- Drafting justification memos for new municipalities
- Training selected municipalities
- Documenting case studies of municipal disaster management and collecting best practice models
- Producing Trainers' and Participants' Manuals
- Promote municipal disaster management networking
- Working with university experts to formalize criteria for improved disaster resilience
- Broadening the base of civil society and media involvement
- Managing the Disaster Management Working Group, including efforts on national policy advocacy national authorities
- Continuing technical assistance, as needed, to the 14 first-round municipalities to support planning and municipal disaster management
- Completing coordination planning among the five Niš municipalities
- Building and memorializing partnerships with international, government and nongovernmental organizations with which SCOPES can cooperate and, potentially, share costs in joint activities toward common goals
- Monitoring crisis and potential risks to political and social instability
- Providing early warning
- Supporting surge capacity preparations, including revising SCOPES Staff Surge Procedures Manual and updating the Serbia Surge Capacity Plan
- Training SCOPES staff in skills needed to support surge capacity
- Developing criteria and procedures for grantmaking in Preparedness and Planning activities and awarding grants

The exact timing of and progress on the above tasks is dependent on the following:

1. The extent to which activities described in the approved FY08 Work Plan are disrupted by extraordinary events, which include, but are not limited to, social unrest, political circumstances, disaster events and the need to assess such events for potential Surge activation or actual Surge activation. Municipal, Vojvodina provincial and presidential elections should be held during the next reporting period. Any of these events has the potential to delay or result in the cancellation of regularly scheduled activities since response, especially to a Surge event, would by necessity divert and draw on "regular" Preparedness and Planning resources.

2. The need for and timing of Surge preparedness activities. There remain areas where SCOPES staff continues to need intensive staff development to insure that the project is adequately prepared for a crisis event. These areas include training in protection, monitoring and humanitarian standards.

SECTION 3: SURGE CAPACITY

Introduction

Surge Capacity is a SCOPES contract option that can be exercised by USAID in the event of a crisis or disaster to provide immediate assessment, relief and recovery assistance of up to \$10 million over the life of the contract. SCOPES' response under such situations is expected to be rapid and effective. Under a Surge response, SCOPES may:

- *Provide technical assistance* by deploying personnel to the field rapidly to support USAID crisis response activities;
- *Provide relief supplies* appropriate to the nature of the crisis for which the contract option is invoked;
- *Provide grants* to local and international organizations of up to \$100,000, per grant per incident, for crisis response activities.

Summary of Accomplishments

DAI proposed that the Surge Contract Option be utilized during the reporting period due to the wildfires that spread throughout Serbia during the summer of 2007. While the contract option was not exercised, the program was directed by USAID to proceed with the procurement and donation of firefighting equipment to the Protection and Rescue Sector of the Ministry of Interior. At the time of the reporting the donation had not yet been released, but the SCOPES team was working with the Ministry of Interior on a donation ceremony that will be held in November.

The table below presents a summary of Surge preparedness milestones during the reporting period.

Milestone	Date
Grants pre-qualification RfA for international NGOs concluded	April
All Staff Situation Assessment Training completed	June
Shelter Assessment Report – Montenegro – completed	July
Shelter Assessment Report – Serbia – completed	August
Surge STTA consultant database updated	August
Firefighting Equipment Donation Approved	September

Surge Preparedness Activities

Pre-Qualification of International NGOs

In March 2007, nine international NGOs, with extensive international organizational capabilities in disaster response and operational capacity in Serbia, were invited to apply for pre-qualification with the intention of working as partners with SCOPES program in the event of crisis. In April, five International NGOs applied for Surge Capacity grant pre-qualification: CARE, Danish Refugee Council (DRC), HELP, IRD, and Save the Children-UK.

A summary of the organizations and the areas in which they pre-qualified can be found in the table below.

AREA OF ASSISTANCE	Structural Engineering [Shelter]	Distribution of food and non food items	Protection Services [Children]	Protection Services [Displaced and/or National Minorities]	General public health
ORGANIZATIONS					
HELP 		✓			
Save the Children U.K. 		✓	✓		✓
CARE Int. 	✓	✓			✓
IRD 	✓	✓		✓	
DRC 	✓	✓		✓	

Shelter Assessments

Housing is an especially important sector given the need for shelter in just about any disaster situation and the likelihood of housing being an important short-term need in any IDP crisis. During the reporting period, SCOPES conducted two shelter assessments, one for Montenegro and one for Serbia. The assessment for Montenegro was lead by SCOPES’ local partner there, FORS Montenegro. In Serbia the assessment was led by an international consultant with the help of one of the Preparedness and Planning Team’s local staff. The Serbia Shelter Assessment suggests that SCOPES is well placed to play an important supporting role in shelter response if the need to deal with a large number of displaced persons arises. However, the following should be considered to insure SCOPES’ ability to maximize its effectiveness in the event of a natural disaster or humanitarian crisis.

1. The use of collective centers as a short-term measure to accommodate DPs is recommended over other accommodation models, however it is prudent to consider all shelter options after the occurrence of a crisis that creates DPs, as the best shelter response must take into account the available resources at the time the emergency is occurring.
2. It has been raised to SCOPES’ attention that special consideration will need to be given to any displaced Roma population. It is anticipated that the option of housing with host families is not available due to existing prejudices, which may not make them feel welcome. There is also a lesser, similar concern involved with housing Roma in collective centers along with other displaced. Any shelter solution for displaced Roma must consider these sensitivities.
3. Strong relationships with other international and local implementing partners should continue to be fostered. Theses partners could have a role in helping SCOPES with pre-qualification of construction companies (such as supplying past performance information). Following the pre-qualification, letters of agreement should be signed between the SCOPES program and contractors/suppliers, so that availability of their services could be more assured in any future crises.

4. Monitoring of strategic municipalities should continue in order to insure that an up-to-date and accurate database of available buildings for use as collective centers is kept. This is especially important for the three municipalities identified above, Kragujevac, Kursumlija, Prokuplje for which no specific sites were identified during the assessment.
5. Ensure that UNHCR's Coordination Group is kept informed of the progress of the above recommendations for information sharing purposes and to avoid duplication of efforts.
6. Continue to identify and pre-qualify candidates for expatriate and local short term technical assistance. Additional candidates for engineering and construction management staff for the design and implementation of future shelter programs should be given special consideration.

The Montenegro shelter report, similarly, recommended the use of collective centers over any other shelter alternatives and identified specific shelter solution locations. This level of specificity is in part enabled by the fact that the Government of Montenegro is now actively participating in UNHCR/Montenegro's contingency planning efforts.

Situation Assessment Training

In June 2007, SCOPES brought out a consultant with extensive OFDA experience to hold situation assessment training for all SCOPES staff. The purpose of the training was to familiarize staff with standard methodologies for conducting a damage/needs assessment in a timely manner and in keeping with internationally recognized standards.

Technical Assistance

SCOPES is in the process of establishing a database of potential short-term technical assistance (STTA), with various backgrounds and areas of expertise, which are willing to provide assistance in their area of their specialty, on short notice in the case of a disaster. The substantive areas that the project is recruiting for are consistent with the technical areas identified in the Surge plans. Specifically, these areas of expertise are:

- Environmental Hazards;
- Water and Sanitation;
- Structural Engineering / Shelter;
- Food and Non-food Item Procurement and Distribution;
- Transport and Logistics;
- Health Care (including first response and avian influenza);
- Legal / Protection.

In assembling its roster, SCOPES has reached out to both past and present USAID project partners, other donor projects and local organizations for consultant recommendations. After establishing contact with a referral, SCOPES collects updated resumes and salary history forms. Afterwards, SCOPES submits to USAID a request for pre-approval of daily rates for consultants on its roster. The project also plans to hold an orientation session (or sessions) for

consultants on the Surge roster to provide them with basic information about their role during a possible surge event and the project's expectations

As of August 2007, 19 potential on-call consultants in various areas have been pre-approved by USAID to be engaged by SCOPES' on short notice as possible surge assessors / responders. An additional 16 consultants have been identified and will be submitted to USAID for pre-approval in the first quarter of FY08. The program's goal is to ultimately have a roster of 100 pre-approved local consultants that could be drawn upon during a possible surge event.

Grants/Donations

In July 2007, wildfires erupted throughout Serbia. The Serbian government's Rescue and Protection Department appealed for international assistance, for both equipment and personnel. SCOPES was carefully monitoring the situation and met with Predrag Maric, Head of the Ministry of the Interior's Directorate for Prevention/Rescue and Protection Sector where Mr. Maric requested from SCOPES donations of fire suits, breathing equipment (including compressors), and lighting equipment. Upon USAID's approval to proceed, SCOPES conducted a competitive procurement for the requested equipment. It is intended that the equipment will be handed over at a donation ceremony to be arranged in the first quarter of FY08.

Summary Damage of wildfires in Serbia, Summer 2007

- Total number of wildfires in Serbia – 1100;
- Total area affected by fires – 17,000 ha;
- Number of municipalities affected by fires – 35;
- Estimated damage caused by fires – 40,000,000 Euro

* Sources: Serbian Government, Ministry of Interior-Sector for Rescue and Protection and Serbian Government, Ministry for Agriculture, Department for Forests (Vidosava Jovanovic, Officer)

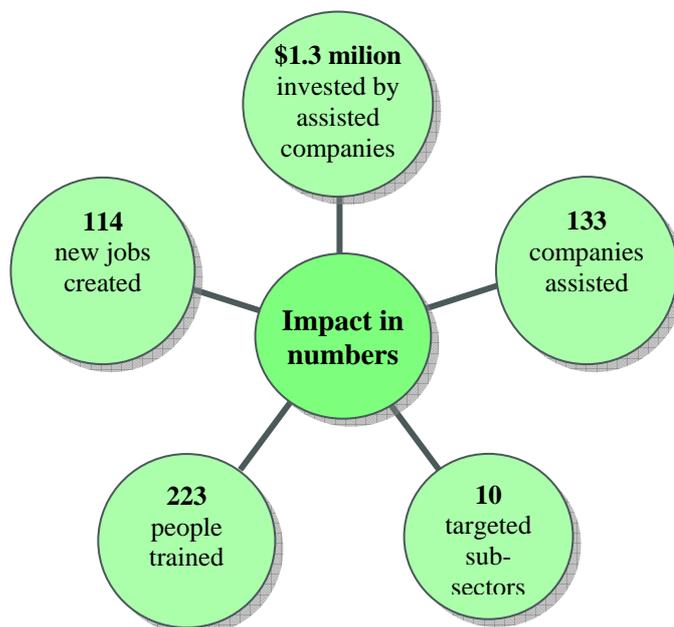
Overview of the Activities for the Next Six Months

- Issue revisions of both the Serbia and Montenegro Surge Plans
- Update the STTA Surge consultant roster
- Work with USAID to seek a waiver for an expanded geographic code for surge response procurements
- Identify a training provider and provide the following in-service trainings for SCOPES' staff and institutional partners:
 - The Sphere Project: Humanitarian Charter and Minimum Standards in Disaster Response;
 - Introduction to International Humanitarian Law;
 - Protection Issues.

SECTION 4: ECONOMIC SECURITY COMPONENT

Summary of Accomplishments

The “Realizing Your Dream” business plan competition (BPC), conducted by the Economic Security Team, has already shown impressive results: 41 winning business plans have already created 114 new jobs in 30 companies. Forty companies have invested more than \$1.3 million into their businesses, which have also been supported by SCOPES with more than \$90,000 in grants. Some 150 jobs are expected to be created ultimately through the implementation of all the winning business plans. The Economic Security Team’s total investment in the activity is expected to exceed \$400,000. (See Task 2.1.3 for details.)



The focus of the Economic Security Team continued to be businesses, primarily in support of contract *Activity 2.1 Expand economic opportunities in vulnerable areas*. In Year 2 of the program, activities will expand to include assistance to individuals in improving skills to help them find a place in the job market and in expanding broad based civic participation, in support of local economic development.

The BPC started in February-March with nearly 600 concept paper submissions, resulting in 108 business plans submitted for evaluation. A panel of volunteer judges, professionals from banking, investments and marketing, donated their time and knowledge to this activity. Winners were announced by then-Ambassador Michael C. Polt at a Belgrade event in late June. The winners became eligible for immediate technical assistance (consultants that could help them refine and implement their business plans) and, where appropriate, grants for equipment that could help them expand production.

A core group of 13 local trainers were trained in business planning skills as well as in basic training techniques. They worked with SCOPES to develop targeted training to support the BPC. Priority training topics were identified through analysis of previous assessments in the field and questionnaires directed toward new and existing entrepreneurs. An initial three-part training covered fundamentals of business planning, marketing and communications, and basic financial reports. Some 223 aspiring and existing entrepreneurs attended a dozen sets of trainings organized in each of SCOPES’ seven targeted municipality throughout March, April and May.

Of the needs identified by entrepreneurs, improved financial management skills was the most often cited training need. The Entrepreneurship Center of Kraljevo took the lead in developing a pilot financial training module for SCOPES. Twelve of fourteen BPC winners from Kraljevo attended the pilot in Kopaonik, and offered very positive and useful feedback. The result of the pilot was the splitting of the finance training into two courses – one intended

for start-ups and micro businesses, and another advanced course for developed companies. These courses will be rolled out to other municipalities in FY08.

The Economic Security Team identified and started sub-sector/value chain¹⁶ analysis based on recommendations and input from USAID program predecessors (mainly the former competitive program and the community revitalization program). However, to ensure a firmer understanding and grounding in each sub-sector, in-depth analysis of each value chain in each targeted municipality was undertaken. Because the same sector can differ widely in each municipality, these reports are tailored for each municipality. (*See Task 2.1.2 for details.*) To date, 93 micro enterprises have directly participated in USG-assisted value chains, receiving training and/or technical assistance that begins to address weaknesses in their knowledge of industry and business trends. While short of the FY07 target of 200, with completed sub-sector studies and recommendations in all municipalities, we expect to meet the FY08 target and help these businesses capture new markets and create new jobs.

The team exceeded the Impact Indicator target for number of micro enterprises receiving business development services from USG-assisted sources – 133 versus a target of 120. To help continue this positive trend, the team plans to create partnerships with local business service providers to help entrepreneurs gain access to these necessary services. We have already begun to work with some proposed partners, such as the Entrepreneurship Center in Kraljevo and Sandzak Economic Development Agency (SEDA), and are in discussions with the new Presevo-Bujanovac Development Agency at the local level and Republic Agency for SMEs at the national level.

Five public-private partnerships (PPPs) were facilitated. These partnerships were primarily one-time events. Although below the target of 10 PPPs, several of the ones realized during FY07 have the potential to become long-term partnerships. These include our relationships with SEDA, a new Medvedja youth NGO and the Tourism Organization of Prijepolje (TOP). FY07 PPPs included SEDA's exhibit at an apparel trade fair; an international rafting competition in Prijepolje; a Medvedja youth basketball tournament; a tourism promotion venture organized around Vlade Divac Day in Prijepolje; and Junior Achievement's roll-out in high schools within our municipalities. These and other highlights of our successful first seven months of operation are described below.

- A joint exhibition of Novi Pazar apparel and related companies at the 48th International Fashion Fair in Belgrade (see photo) was supported by a grant to SEDA, which also received private sector and municipal support. The fair promoted the entire Novi Pazar apparel industry and introduced local companies to potential new buyers.



Novi Pazar companies at International Fashion Fair in Belgrade

¹⁶ The terms “sub-sector” and “value chain” are often misunderstood and used incorrectly and interchangeably. For simplicity, SCOPES will use the term “sub-sector.”

- The Team introduced Prijepolje's adventure tourism offerings to competitors and visitors from five countries through a grant to the NGO "New Vision." This NGO provided marketing support to the TOP for an international river rafting competition, *EuroCup Regional Liga*, held in Prijepolje 14-16 July. More than 1,000 people attended the opening ceremony. In addition to our grant, New Vision also garnered sponsorships from local companies and the municipality.



European Rafting Cup - Prijepolje

- Through technical assistance provided by the Economic Security Team, ethnic Serbian, ethnic Albanian and ethnic Roma young people in Medvedja registered an NGO to support youth-focused initiatives. To facilitate this, we connected a core of interested Medvedja youth with a multi-cultural youth NGO in Bujanovac. GO-JA, the Medvedja NGO, successfully implemented its first activity, a basketball tournament aimed at strengthening the organizational capacity of the NGO and encouraging positive spirit among local youth. Some 189 children participated, including 42 girls. GO-JA, the municipality and local businesses covered 24 percent of the total tournament costs; a SCOPES grant covered the balance.
- Serbia's most famous basketball player, NBA star Vlade Divac, celebrated his official retirement from professional basketball in his hometown of Prijepolje on 23 September 2007. This was a valuable opportunity to promote the municipality's tourism industry to a wide national and international audience. The Economic Security team supported the development of a web site, brochures and postcards promoting tourism, and an investment guide for the municipality and its tourism board.
- Under a contract with Junior Achievement in Serbia (JAS), JAS will implement its program in 12 high schools in seven SCOPES municipalities. The goal of the program is to teach an estimated 350 students entrepreneurship skills. By the end of November, JAS will sign MOUs with selected schools and start teacher training.
- More than 50 young people gathered on Goc Mountain in mid-August to learn more about living together in a multi-cultural world by living together in a multi-cultural summer camp. SCOPES supported this activity with a grant to its organizer, *Imam Ideju*, an NGO from Kraljevo. The NGO organized a week of discussions, theatre, sports and other activities to promote inter-cultural values and understanding and strengthen youth activism. One outcome from the camp, this fall, former camp participants will organize multi-cultural events in their own municipalities such as "Let the Gray Burst in Play," an activity meant to enliven the gray housing blocks of their municipalities.
- A Tourism Network was created and was the spontaneous result of a one-day tourism training program the team conducted for representatives of tourism organizations (TOs) from Prijepolje, Novi Pazar, Kraljevo, Medvedja and Kursunlija. The training in covered managing tourism destinations and special events. Participants discussed

“burning issues” in each municipality and created a network to continue cooperation, exchange ideas and help each other. Cooperation among the members will continue with two study tours in November and additional training aimed at improving how tourism organizations operate. TOs play an important role in improving tourism conditions, promoting municipalities and helping people better understand and meet tourist needs.

- The team supported women entrepreneurs in several ways. Women-owned businesses made up 39 percent of our BPC winners (16 businesses). More than 30 percent of those attending training were women entrepreneurs. And we took five ethnic Serbian and ethnic Albanian women entrepreneurs from Presevo, Bujanovac and Medvedja to a conference in Novi Sad (their first trip ever outside their region), GTZ-sponsored “Business Powered by Women.” The experience opened their eyes to the possibilities available to women entrepreneurs as well as introduced them to a supportive network previously unknown to them.

2.1 Expand economic opportunities in vulnerable areas

2.1.1 Develop program strategy for each municipality

Monitoring Indicator:	FY 07 Target	FY 07 Result
Number of target municipalities with the most effective program strategy defined	7	7

The Economic Security Component continues to work in seven municipalities identified last year based on the relative vulnerability of the populations and the level of economic development. The seven are Novi Pazar and Prijepolje in the Southwest, Kursumlija and Kraljevo in South Central and Presevo, Bujanovac and Medvedja in the South. To maximize impact, sub-sectors/value chains with the highest potential to grow and to have impact on targeted vulnerable groups were identified at the start of FY07 and further assessed in each municipality late in FY07. Our over-arching approach to private sector development is market integration, as noted in our Assessment and Work Plan. That is, support to micro-, small and medium-sized enterprises (MSMEs) is designed to increase their access to new markets and improve their ability to meet market demands and needs.

In FY08 the Economic Security program will expand to 12 municipalities. We will propose five new municipalities to be included in the program’s FY09 activities and will start the process of identifying some of the first year municipalities for “graduation” by the end of FY09.

Among our targeted vulnerable populations, youth continues to be a top priority. Young people constitute a high percentage of the population of our municipalities (from 29 to 42 percent). Too many youth do not see a future for themselves, especially in their home communities. Additionally, the team targets rural poor and chronically unemployed (both women and men) in each municipality. In Kraljevo, Bujanovac and Medvedja, Roma will receive special attention and in Kraljevo and Kursumlija, displaced persons will be a targeted vulnerable group.

Table: Primary and Additional Vulnerable Population Targets in Selected Municipalities

\	Municipality	Primary Vulnerable Population Target	Additional Vulnerable Population Target
Southwest	Novi Pazar	Youth/minorities (low GDP)	Poor/Unemployed
Southwest	Prijepolje	Youth/minorities (low GDP)	Poor/Unemployed
South Central	Kursumlija	IDP (large population)	Poor/Unemployed
South Central	Kraljevo	IDP (large population)	Poor/Unemployed/Roma
South	Presevo	Youth/minorities (low GDP)	Poor/Unemployed
South	Bujanovac	Youth/minorities (low GDP)	Poor/Unemployed/Roma
South	Medvedja	Youth/minorities (low GDP)	Poor/Unemployed/Roma

Our objective is to improve the social inclusion of vulnerable groups through better integration into communities’ economic activities. Their lack of civic participation is a particular disadvantage as it limits their access to jobs and education as well as decision-making. Our overall strategy is to take strong steps to ensure they are included in project activities without calling undue attention to their special circumstances.

2.1.2 Conduct competitiveness assessments

Monitoring Indicator:	FY 07 Target	FY 07 Result
Number of initial sub-sectors/value chains defined	7	10
Number of business plan competitions to “jump start” program	2	7

Targeting specific sub-sectors/value chains means that SCOPES program staff will provide significant support to these while still maintaining the ability to take advantage of opportunities that arise in other sub-sectors. The initial sub-sectors were selected based on the Economic Security Assessment and inputs from USAID’s Community Revitalization through Democratic Action projects (CRDA, which ended in 2007), USAID’s Competitiveness project (which ended earlier in the year but which was recently re-bid and restarted), the National Employment Service (NES), the Serbian export promotion agency (SIEPA), the Coordination Body and others. Subsequently the team gained a more in-depth understanding of our seven local economies through the hundreds of concept papers submitted in the first step of the business plan competition as well as through newly published reports on industries and vulnerable groups, and value-chain and sub-sector analysis prepared by project consultants. Collectively this influenced some changes in approach in some of the municipalities:

- In **Kraljevo** and **Novi Pazar**, the team identified light manufacturing as a targeted sub-sector with the aim to define it further based on the additional analyses. Subsequently, the importance of food processing jumped out in both municipalities where the number of companies, employment and potential impact on vulnerable people are noteworthy as is the potential for further growth. Additionally, apparel is the largest sector in Novi Pazar, providing employment for thousands of people and having the opportunity to create more jobs.

- Although our initial assessment of tourism in **Bujanovac** showed some potential in development of the sub-sector, we found that very limited success could be achieved within the project's timeframe. Therefore, the team chose to concentrate on dairy instead, where there are established companies that are poised to grow.
- An assessment of forest fruits (wild mushrooms and berries) for **Medvedja** has been expanded to include **Presevo, Bujanovac** and **Kursumlija** to determine the potential impact of this sub-sector in these municipalities. The team will expand support to this sub-sector to those municipalities where this effort is justified.

Table: Targeted Sub-Sectors

Municipality	Sub-Sectors	Rationale
Kraljevo	Food Processing	1/5 income from agriculture.
Kursumlija	Fruit growing, Fruit processing	1/3 income from agriculture.
Bujanovac	Dairy	1/3 income from agriculture.
Medvedja	Tourism, Forest Fruits	Natural springs and spa. 2/3 income from agriculture.
Presevo	Dairy	1/2 income from dairy.
Novi Pazar	Apparel, Food Processing	1/5 products apparel. Opportunity to engage rural poor.
Prijepolje	Tourism	Best organized Local Tourism Organization, agro-tourism.

To determine the most appropriate support to each sub-sector, the team engaged consultants to undertake more detailed sub-sector/value chain analyses. We expect all of these to be completed by mid-November. The status of the sub-sector analysis is presented in the table below. Preliminary information gained through the sector analyses was used to guide the development of interventions included in the FY08 Work Plan.

Table: Status of Sub-Sector reports

Sub-Sector Assessment	Municipality	Expected Completion	Status / Notes
Tourism	Prijepolje	Completed	FY08 action plans approved
Tourism	Medvedja	Completed	FY08 action plans approved
Apparel	Novi Pazar	11/15	Final report being edited
Dairy	Presevo & Bujanovac	11/15	First draft received and being edited
Food Processing	Kraljevo	11/15	Consultancy underway
Food processing	Novi Pazar	11/15	Consultancy underway (same as KV)
Fruit growing & processing	Kursumlija	11/15	Consultancy underway
Forest Fruits	Medvedja	11/15	Consultancy underway

As noted in the table, actions plans for our work in tourism in Prijepolje and Medvedja have been approved. Key counterparts are the tourism organizations in each municipality, and other local stakeholders have been identified. Initial training has been provided and other training planned. Successful related activities have already been supported (international rafting competition and Vlade Divac Day for example). Both municipalities have formed local tourism boards and have developed tourism strategies that are being presented to municipal authorities for inclusion in municipal budgets for 2008 funding.

2.1.3 Develop strategies for SME and job growth

Monitoring Indicator:	FY 07 Target	FY 07 Result
Number of Partners with MOU signed	7	7
Percentage of business plan competition winners receiving assistance	75%	100%
Number of grants	100	23
Value of grants	\$750,000	\$193,470

Local government support is necessary to achieve sustainable local economic development. To help ensure a close working relationship with local government, we have signed Memorandums of Understanding with all seven municipalities. Although municipal administration is not intended as a direct beneficiary of the program's activities, their active engagement in supporting the promotion of the programs activities is essential. The program also cooperates with local Chambers of Commerce, Unions of Entrepreneurs and Business Development Agencies in improving the business environment and creating better conditions for entrepreneurship to flourish.

The program has provided all 41 business plan competition winners with technical assistance to evaluate their businesses and business expansion proposals and make recommendations to the companies as to how to best implement their expansion plans. Of the 41 winners, 18 were ready to implement their plans immediately and apply for grants. Some 19 required additional work on their businesses based on consultants' recommendations before grant assistance would be considered. Four companies required additional time to obtain their cost-share investments. The team helped these businesses to identify other sources of finance for their investments. For example, an IDP family in Bujanovac could not qualify for a bank loan. With the program's assistance and guidance, the couple applied for NES funds and as a result, will receive a favorable loan and can now establish their business as planned.

Table: "Realizing Your Dream" Business Plan Competition Summary

Municipality	Concepts Approved	BP received	BP winners	Ratio (approved/received)
Kraljevo	38	29	14	48%
Kursumlija	4	3	1	33%
Bujanovac	17	16	4	25%
Medvedja	17	14	4	28%
Presevo	16	13	4	31%
Novi Pazar	23	17	5	30%
Prijepolje	20	16	9	56%
Total	135	108	41	38%

Prijepolje and Kraljevo showed the greatest interest in both the BPC and follow-up trainings and presented very well developed plans and innovative ideas, resulting in higher percents of approved business plans. On the other hand, interest in Kursumlija was very disappointing. While attendance at the launch events and related publicity were good, Kursumlija submitted significantly fewer concepts (17 versus the next lowest of 66), resulting in only four approved concepts and only one business plan winner. As a result of this less-than-satisfactory response, we altered our strategy to work in this municipality more through the Regional Chamber of Commerce. We will monitor Kursumlija and determine how best to continue our work there.

Through 30 September 2007, we provided 24 grants to BPC winners and others totaling \$193,470¹⁷. Our under-plan performance on grants was primarily due to the high interest in the BPC. The resulting high volume of business plans took longer to process than expected, especially since our staffing had not yet been completed at the time of the commencement of the activity. Disbursement of many BPC grants requires a time-consuming waiver process, due to origin or value of equipment to be financed. Additionally, our grant mechanism was established late in the fiscal year and our Annual Program Statement published in only in June, both limited our overall grants capability. Lessons learned from the BPC, APS and waiver process along with a fully operational grants system will help ensure we meet FY08 targets.

Table: All CTO-Approved and Pipeline Grants by Municipality

Municipality	# of CTO approved grants	\$ value of approved grants	# of pipeline grants	\$ value of pipeline grants
Kraljevo	8	\$39,006	6	\$74,995
Kursumlija	1	\$13,096	0	\$0
Bujanovac	1	\$4,990	1	\$20,000
Medvedja	2	\$10,670	0	\$0
Presevo	2	\$9,980	2	\$40,000
Novi Pazar	4	\$26,494	2	\$39,000
Prijepolje	4	\$30,375	6	\$120,000
AOR	2	\$58,859	0	\$0
Total	24	\$193,470	17	\$293,995

The pipeline grants referred to above are the number and value of grants that are already in the process of development and are expected to be submitted and approved during October or November 2007.

2.1.4 Develop marketable skills

Monitoring Indicator:	FY 07 Target	FY 07 Result
Number of people receiving training in improving business related skills	100	233
Number of educational and business entities participating in organizing training programs	3	5

¹⁷ This figure includes only grants approved by the CTO.

To support the business plan competition, we organized a three-day training of trainers for 13 consultants who subsequently provided training to BPC participants. A three-part training course was held in each of the seven municipalities and provided 233 people with practical business skills, particularly business plan development, marketing and finance skills. Based on an expressed need during this first round, follow-up financial training was organized for 12 companies. In addition, the team trained 10 representatives of tourism organizations from five municipalities to better manage special events and market the tourism offerings of their municipalities. This one-day overview training took place in Prijepolje in early September.

The team relied heavily on individual trainers; however, we also considered their organizational and institutional affiliations in making selections. As a result, we have established relationships with the Regional Center for SMEs office in Prijepolje, the Entrepreneurship Center in Kraljevo, Be Your Own Boss company in Belgrade, SEDA in Novi Pazar, and Presevo-Bujanovac Development Agency. All participated in BPC trainings through staff trainers and/or providing space and consultancy. Additionally, the Entrepreneurship Center in Kraljevo developed and implemented the pilot finance training, while the German development organization GTZ organized the Business Powered by Women conference (we assisted attendance by five women entrepreneurs from southern Serbia). Our intention in the future is to provide less training through the use of individual consultants and more such assistance through established institutions.

2.1.5 Provide support to SMEs

Monitoring Indicator:	FY 07 Target	FY 07 Result
Number of companies receiving technical assistance and training aimed at improving their business performance	20	41
Number of supplier groups receiving technical assistance and training aimed at improving their business performance	20	8
Number of companies with internship programs	3	7
Number of interns in internship programs	10	21
Number of new jobs created	150	114
Increase sales in firms supported	0	N/A

The Economic Security Team provided assistance to improve the business performance of 133 companies. We engaged 23 consultants – both industry experts and business/management experts – to provide direct technical assistance to 41 companies, double our target. Each consultancy was based on individual needs of the company. Because we focused more on individual companies with high growth potential (as our primary filter), our supplier group target was not reached. The exception was tourism in Prijepolje where we increased the business knowledge and skills for eight groups of private accommodation providers. We are negotiating with the SME Agency in Krusevac, which has a significant expertise in this field,

to provide cooperative management training for associations in rural areas in Kraljevo and help them become cooperatives.

Seven of the companies that the program works with have internship programs, mainly in cooperation with local schools. At present, 21 interns are gaining in marketable skills in SCOPES-assisted companies. Although we did not help establish these programs, our consultants provided valuable technical assistance to the companies and schools in FY07 to help them improve and/or expand their internships. In early FY08, a consultant will be engaged to assess the current internship programs in all seven municipalities and recommend a strategy for building on these programs and implementing an internship / apprenticeship activity program wide. Our goal is to increase the number of companies with internship programs and the number of interns involved as well as improve their effectiveness. We have already instituted partnerships with the Apparel High School in Novi Pazar and the Agricultural High School in Kraljevo. These are particularly important vocational schools in each municipality and are part of the targeted sectors.

Through the assistance of the Economic Security Team, 30 companies have generated 114 new jobs in our municipalities, slightly below our FY07 target. (*See Table, All CTO-Approved and Pipeline Grants for details*).

2.1.6 Develop public-private partnerships

Monitoring Indicator:	FY 07 Target	FY 07 Result
Number of civil groups participated in SCOPES activities and received training in advocacy	7	0
Number of special events supported throughout SCOPES AOR	7	5

During the reporting period, work on this activity was de-emphasized, and most supported public-private partnerships were one-time special events targeting particular opportunities. In FY08, the program's support in this area will be on creating sustainable and long-term partnerships among the private and the public sector.

To empower representatives of business and civic sectors in advocacy, we partnered with the NGO Civic Initiatives to develop a one-day training designed to increase participation in and effectiveness of advocacy at budget hearings. To maximize impact and increase participation at budget hearing processes, it was decided to postpone the training until spring 2008, the start of the 2009 budgeting process.

Five special events were supported by SCOPES and the public and private sectors, creating real public-private partnerships. These include SEDA's exhibit at an apparel trade fair; international rafting competition in Prijepolje; Medvedja youth NGO basketball tournament; tourism promotion at Vlade Divac Day in Prijepolje; and Junior Achievement in high schools in all seven program municipalities.

2.2 Improve Local Government Response to Community Need

Based on guidance from USAID, activities under contract scope of work sections 2.2 and 2.3 were de-emphasized and increased attention was given to activities under Activity 2.1. Our FY08 Work Plan provides increased attention to activities under sections 2.2 and 2.3.

2.2.1 Build local government capacity to support improved economic opportunities

Monitoring Indicator:	FY 07 Target	FY 07 Result
Number of Municipalities with appropriate entity representing local communities identified	3	4

Our goal is to establish sustainable Economic Working Group (EWG) in each municipality as a means of fostering two-way communication on local economic development (LED) issues between the business community and local government. Consisting of representatives of the private, public and civic sectors, the EWG can provide valuable input to municipal LED offices and act as a sounding board for ideas. Additionally, it can be an effective means for the private sector to voice its concerns and needs to the municipality. Wherever possible, the Economic Security team seeks to work with existing groups (instead of trying to create new ones) and combine efforts with other programs that have similar objectives in fostering municipal – business community dialog.

We have already built relationships and partnerships with EWGs in Novi Pazar, Prijepolje, Bujanovac and Kraljevo. We are working with these groups to identify LED priorities and will strengthen their capacity to work effectively as EWG members in FY08. In Novi Pazar and Prijepolje these groups were formed by merging existing UNDP Working Groups and USAID/CRDA Municipal Economic Councils. In Bujanovac, the USAID/CRDA the Enabling Economic Environment Working Group has continued its operations as our EWG. In Kraljevo, where no similar body has existed, a group was created in cooperation between local government, USAID’s Economic Security Program and USAID’s Municipal Economic Growth Program.

In Medvedja a core group is formed but needs additional time to become fully operational and to determine its priorities. After analysis of a UNDP-created group in Presevo, we have decided to establish a separate EWG and community mobilization meetings are planned for November. The mandate of the UNDP group is only to support UNDP activities whereas an EWG’s mandate is much broader. In Kursumlija, where the response and interest overall has been very low, we opened a dialogue with local entrepreneurs through the Regional Chamber of Commerce in Nis. As a result, the entrepreneurs decided to create a Union of Entrepreneurs first, which may lead to the establishment of an EWG.

2.2.2 Improve capability in local government to provide citizen services, particularly to vulnerable populations

Monitoring Indicator:	FY 07 Target	FY 07 Result
Number of Municipalities with staff received training and TA on improving capacities to serve vulnerable people	0	5

A one-day training for tourism organization staff from Prijepolje, Novi Pazar, Kraljevo, Medvedja and Kursumlija was developed and delivered by two tourism consultants. The training helped these municipal staff identify how vulnerable groups, especially rural poor and women, can benefit by serving tourists’ needs. For example, private accommodations in rural areas are usually operated by women who can increase their income by improving they offer. The trainers guided the staff in how to help private accommodations operators understand the discrepancy between their offer and tourist needs and how to address that.

Under this activity, our FY08 goal is to help the Centers for Social Welfare become more integrated with other stakeholders serving vulnerable populations and develop more innovative and sustainable solutions. This activity will be undertaken in cooperation with our partner, the European Movement in Serbia (EMIS).

2.2.3 Support improved transparency and accountability to citizens, including information dissemination and communication strategies

Monitoring Indicator:	FY 07 Target	FY 07 Result
Number of Municipalities with capacities of existing CAC assessed	7	0

All seven of our municipalities either have an adequately functioning Citizens Assistance Center (CAC) or an identified a partner (supported by USAID, UNDP and/or the Swiss) to help establish/strengthen this service. Therefore, there was little real need to work on this task in the past year and the Economic Security Team de-emphasized this activity and changed its approach for FY08. In the coming year, the team will work with CACs to increase transparency through promotion of participation in municipal budget hearings.

2.2.4 Increase access to decision-making processes and services for target populations

Although the team initially intended to focus on fostering greater participation at municipal budget hearings, no resources were allocated to this activity during the reporting period because of the team’s greater emphasis on Activity 2.1.

In FY08, participation in budget hearing processes will be part of Task 2.2.3, while under this task, we propose to introduce and implement a pilot program based on the Kraljevo Social Council model (OKOSP). This “representative consultancy” model is intended to reduce poverty and actively support clearly defined vulnerable groups and their priorities.

OKOSP (the Municipal Coordination Body for Social Work) formed in Kraljevo two years ago includes 11 representatives of NGOs and health care and is financially supported by the local government to address the needs of the elderly, people with special needs, and vulnerable children and families. One example of the body’s activities – last year OKOSP managed and implemented activities providing people with special needs with marketable skills, mainly through appropriate vocational training. This was accomplished in cooperation with the private sector, resulting in new jobs for vulnerable people. We will introduce this concept to municipal leaders in our other municipalities and plan to replicate the model in at least two municipalities. This activity will be closely linked with Task 2.2.2.

2.3 Expand Broad-Based Civic Participation

2.3.1 Increase participation in decision making

Monitoring Indicator:	FY 07 Target	FY 07 Result
Number of NGO or business association representing vulnerable populations receiving training in advocacy or presentation skills	7	0
Number of special events targeting vulnerable people and organized by civic groups	7	3

A training module in advocacy has been developed but has been postponed for the next fiscal year to better coincide with the municipal budget cycle. (See Task 2.1.6 for details.)

Three special events organized by civil groups and targeting vulnerable people were supported in FY07: Goc Mountain Summer Camp for youth organized by Imam Ideju NGO; Kraljevo, youth basketball tournament organized by GO-JA NGO, Medvedja and promotion of European Rafting Cup organized by New Vision NGO, Prijepolje. (See Task 2.1.6 for details.)

2.3.2 Promote responsible media

Monitoring Indicator:	FY 07 Target	FY 07 Result
Number of reporters trained and supported to work on economy and issues related to vulnerable people	15	0

In consultation with USAID after the FY07 Work Plan was approved, it was jointly decided that a different approach to this activity was needed. Other more appropriate USAID-supported projects already offer training to journalists. Therefore, in our FY08 Work Plan the team proposed to develop a documentary to promote USAID and its work in the targeted municipalities and demonstrate to the news media how to approach such feature stories in a way that encourages social inclusion and fairness without compromising journalistic integrity.

The project contemplates selection of one or at most two beneficiaries from each municipality with an eye for representing our targeted industries and targeted vulnerable groups. BPC

winners will be used to illustrate various aspects of USAID’s support to the private sector, such as job training, new product development and internships. An experienced marketing firm or production house will be selected to produce the documentary. A local journalist will be involved in each municipality. The central producer/director will work with the local journalist to develop the story over time, providing one-on-one mentoring as well as an introductory workshop on implementation. The final documentary can be shown in its entirety or broken into more focused segments for broadcast throughout Serbia, locally or regionally.

2.3.3 Support CSOs

Monitoring Indicator:	FY 07 Target	FY 07 Result
Number multi-ethnic or cross-border events supported	2	5
Number of NGOs organized and trained to perform capacity building processes	5	1

In FY07, five multi-ethnic and/or cross-border events were supported: Goc Mountain Summer Camp, European rafting competition, GO-JA basketball tournament, Vlade Divac Day and the apparel fair. (See *Summary of Accomplishments* above for details.)

Early in the FY07, a group of young people in Medvedja expressed interest in helping youth in the municipality and a frustration at their lack of knowledge of how to accomplish that. At the same time, an existing youth NGO in Bujanovac, *Susedi za Mir*, was interested in expanding its horizons. With mentoring and support from SCOPES, the Medvedja youth formed a working group. We connected this group with the Bujanovac NGO whose leaders were mentored in how to assist Medvedja. The result is a registered multi-cultural NGO in Medvedja, established to improve conditions for youth in the municipality. Without prompting, the NGO includes all ethnicities living in Medvedja -- ethnic Serbs, ethnic Albanians and ethnic Roma. The NGO successfully completed its first activity, a basketball tournament in which 189 children. The team plans to continue to mentor and support both NGOs in the year ahead.

Changes to Work Plan

As noted previously, key changes to our FY07 Work Plan were influenced by technical guidelines received by USAID to focus program on contract **Activity 2.1 Expand economic opportunities in vulnerable areas**, while de-emphasizing **Activity 2.2 Improve local government response to community need** and **Activity 2.3 Expand broad-based civic participation** during this reporting period. More attention to the latter two activities will be given in FY08.

The main changes to our work plan were:

2.1 Expand economic opportunities in vulnerable areas

- ❖ Task 2.1.1 – No changes.
- ❖ Task 2.1.2 – Originally proposed 7 sub-sectors/value chains. Assessment showed need to target 10 sub-sectors in seven municipalities (See *Task 2.1.2*). Due to significant

difference in development stage, same sectors are very different in various municipalities; for example, tourism is targeted in Prijepolje and Medvedja, but tourism in these municipalities and the approach needed to develop the sector, is very different, therefore we approached these as two sub-sectors, not one.

- ❖ Task 2.1.2 – The program initial intent was to organize two regional business plan competitions to jump start the program; due to strong interest from the field, a separate BPC was organized in each of the seven municipalities.
- ❖ Task 2.1.3 – Focused on established, solid companies that can provide immediate results, rather than start-up or more fragile businesses. Result – 114 new jobs created and \$1.3 million in business investments leveraged.
- ❖ Task 2.1.4 – No changes. However, concentrating on Activity 2.1 allowed us to expand targets and provide 233 people with improved marketable skills, while the work plan target was 100.
- ❖ Task 2.1.5 – Same as Task 2.1.4; doubled number of companies receiving technical assistance from target of 20 (actual 41)
- ❖ Task 2.1.6 – Work plan proposed advocacy training in advocacy and creation of public-private partnerships. In cooperation with USAID, assistance was directed to companies and job creation, while specific opportunities, mostly public events, were targeted to support public-private partnerships.

2.2 Improve local government response to community need

- ❖ Task 2.2.1 – No changes.
- ❖ Task 2.2.2 – No changes. Although work with local government was deemphasized, tourism staff in five municipalities was trained in managing tourism destination and special events. Next year attention will be directed to improving work and capacities of municipal Centers for Social Welfare.
- ❖ Task 2.2.3 – Work plan proposes assessment and strengthening of CACs in all municipalities. All municipalities either had adequately functional CAC or had already identified international partner to develop/strengthen one. In the FY08 Work Plan the team intends to work with CACs to increase transparency through promoting participation in municipal budget hearings.

2.3 Expand broad-based civic participation

- ❖ Task 2.3.1 – Work plan proposed training in advocacy for NGOs or business associations representing vulnerable groups. A training model developed in cooperation with Civic Initiatives NGO will be implemented next year (part of expanded emphasis on Activity 2.1.) Three special events were organized.
- ❖ Task 2.3.2 – Work plan proposed training of journalist to work on economy related issues. In consultation with USAID after work plan approval, we identified the need for a more innovative approach since other programs already offered training to journalists. In FY08, SCOPES proposes to develop a documentary that will jointly promote USAID and its work in the targeted municipalities and demonstrate how news media can approach such feature stories to encourage social inclusion and fairness while maintaining journalistic integrity.

Key Activities for the Next Six Months

2.1 Expand economic opportunities in vulnerable areas

Support to the SME sector in the targeted municipalities for the coming six months will remain the priority for the Economic Security Component. We expect that all BPC winners will complete their investments and be fully operational. Other types of assistance targeting the private sector include:

- ❖ Training in finance, piloted in Kraljevo, will be implemented in all other municipalities.
- ❖ Series of additional trainings (human resource management, design and promotion) will be organized in each municipality, targeting interested entrepreneurs.
- ❖ Each municipality will undertake a separate competition intended to support innovations and job creation in companies working in targeted sectors, will be organized in each of the seven municipalities.
- ❖ Creation of linkages for business development will be supported through supply chain events, entrepreneurship fairs and conferences, followed by appropriate training to participants.
- ❖ Technical assistance will be provided to companies that show potential to respond to a concrete market opportunity, providing benefit to vulnerable groups.

On the “supplier group” side, we will concentrate on:

- ❖ Technical assistance and training to existing supplier groups, associations and cooperatives in our targeted sectors to improve products, expand markets and increase member services.
- ❖ Improve information flow by establishing mechanisms to disseminate information on available government and other programs.
- ❖ Assist Regional Chambers of Commerce in Nis and Leskovac to establish entrepreneurs’ associations in Kursumlija and Medvedja.

For individuals, the main activities will include:

- ❖ Job training in priority trades and sectors in each municipality.
- ❖ Education of young people in entrepreneurship and business.
- ❖ Training high school and university students in entrepreneurship skills through programs such as Junior Achievement.
- ❖ Personal skills development training for youth in Medvedja and Kursumlija.
- ❖ Pilot public/private partnership among vocational-technical schools, NES, business community in Kraljevo and in Novi Pazar to meet market demand for specific skills.

2.2 Improve local government response to community need

Our emphasis will be on improving citizen participation with these priorities in the coming months:

- ❖ Create/strengthen Local Economic Development offices in each municipality.
- ❖ Support public information campaigns on budget hearings.
- ❖ Improve delivery of social welfare services and job creation policies/measures for vulnerable groups in each municipality.

2.3 Expand broad-based civic participation

In support of civil society, the team will:

- ❖ Build the capacity of Economic Working Groups to advocate for policies and initiate activities that will make their municipalities more attractive to private sector development.
- ❖ Develop/fund challenge grant program for NGOs, business associations and religious groups to address specific obstacles of vulnerable people.

ANNEX A: OVERVIEW OF MUNICIPAL EMERGENCY MANAGEMENT CAPACITY INDEX (MEMCI)

Described in detail in Semiannual Report #2, the MEMCI consists of 41 questions, addressed to six categories of respondents inside and outside a municipality's Disaster Management Team. Each municipality is scored on a scale of from 1-135. Because of different hazards, differences in structure/size of municipal administration and the geographic location of local offices of national-level institutions, it is impossible for any municipality to achieve a "full" score. The full score is not a perfect score, nor is it the project's goal. Rather, the goal is for each municipality to meet generally-accepted standards for disaster preparedness, community representation in the planning process and effective internal and external communication.

MEMCI questions cover the following categories:

- general emergency management structure;
- actors included in emergency management;
- selection of Disaster Management Team members;
- identifying hazards and updating risk assessments;
- timeliness and technical content of response plans;
- municipal emergency management facilities;
- clearly defined response authority and roles;
- joint responsibility for planning and response;
- public alert procedures;
- public education and information; and
- ability to mobilize finances, material resources, and external technical support. This "extra credit" final category includes matters outside the control of SCOPES capacity-building.

In the light of interview responses obtained in FY07, the Preparedness and Planning team modified the MEMCI more accurately to reflect terminology used in component training sessions, clarified questions and reviewed weighting of values associated with some questions. (A copy of the revised MEMCI is attached as Annex B) The target score that reflects generally-accepted standards of preparedness for emergency response is 77, as opposed to 83 in the pilot MEMCI rounds described in Semiannual Report #2.

MEMCI methodology and "real world" challenges

To describe strengths and weaknesses in municipal crisis response capacity and to identify potential "flashpoints" that could trigger crisis, the Preparedness and Planning team during this reporting period conducted 53 baseline MEMCI interviews with crisis responders inside and outside government in 15 municipalities. Since January 2007, a total of 113 MEMCI baseline interviews have been conducted in 29 municipalities.

Lessons learned from the first round MEMCIs have been incorporated into the methodology. Experienced two-person teams from Component 1 staff conduct the interviews. Vocabulary better conforms to terms of art used in Serbia and the new course materials. Data are collected in a more systematic way on site, and the database itself is maintained by one person only. Nevertheless, MEMCI is still an instrument in progress, and some issues remain to be resolved or clarified:

- The selection of interlocutors in the health sector remains a challenge. With few exceptions, the most responsible medical professionals interviewed so far see their roles narrowly as response within their narrow field of expertise; a public health perspective is lacking. This could be a problem with MEMCI methodology -- but it might equally be a "real world" problem, in that we may have identified a consequence of the Ministry of Health's reorganizing, reducing and compartmentalizing local public health functions.
- Identifying municipal civil society actors with an *interest* in emergency response and disaster management as a whole is difficult. This is a challenge not just in the MEMCI, but in finding civil society representatives to include in the project's capacity-building for disaster management teams. So far, we have turned to the environmental activist community, where we can find them at local level. It is increasingly clear, though, that they are not yet universally strong partners for local governments in disaster management.
- From a statistical perspective, the team has not yet resolved what appears to be a comparative advantage of larger over smaller municipalities in ability to "earn" MEMCI points. The comparative advantage arises where points accrue for including representatives of different sectors and departments; in smaller municipalities, there simply are fewer in the municipal pool and thus, fewer possible points. There *may* be a multiplier that can transform the baseline MEMCI into a more precise quantitative instrument for comparison purposes, but we will know better once we have a larger pool of high-scoring small municipalities whose high baseline scores conform to qualitative data.

Despite these challenges, the MEMCI remains an effective baseline. Triangulated against qualitative information, it accurately reflects the collective state of local emergency management capacity in Serbia (where it is based on many interviews) and within/across sectors. At the level of individual municipalities, more adjustments will be made, especially to address a public health perspective and the involvement/perspective of civil society. A special effort will be made to interview media representatives and to overcome interlocutor turnover in that sector. With the lifting of the component's "low profile," greater media representative participation is now possible. Although it, too, presents turnover and political challenges, the team will also work to include a business sector representative. Ideal interlocutors would be members of the American Chamber of Commerce; an alternative would be members of the Serbian Chamber of Commerce/*komora*.

Conclusions from baseline data

In working to clarify methodological issues in our MEMCI administration, the Preparedness and Planning team has discovered that some of our dataset collection issues reflect "real world" human resource problems in local-level disaster management. Political, social and security factors outside the scope of Preparedness and Planning activities clearly affect perceptions of municipal emergency management capacity.

The table below illustrates how representatives of different professions on average rate their municipality's preparedness. The political, social and security concerns emerge more clearly when scores inside a category are analyzed and, in particular, when gauged together with qualitative data. Generally speaking, the experience of a relatively recent natural disaster serves as a "reality check" on communication and coordination practices. The disparities between Vojvodina and Southern/Central representatives appear to reflect the lessons learned in Vojvodina from the 2005-2006 floods:

- Municipal representatives are not satisfied with communication and coordination, particularly with republic-level bodies, and clearly identify problems and needs.
- Representatives of public enterprises, charged with maintaining canals and waterways in Vojvodina, identify gaping problems that require infrastructure investment to correct.
- The several Civil Protection representatives interviewed in Vojvodina municipalities have closer cooperation with municipal authorities and other first responders than their counterparts in SCOPES municipalities in central and southern Serbia. In the small communities, cooperation in planning and response appears less colored by institutional rivalries that characterizes SCOPES central and southern Serbian municipalities. This could account for the much higher average score, but there are at this point insufficient data to draw a firm conclusion.

PROFESSIONAL AFFILIATION OF MEMCI INTERVIEWEES	VOJVODINA BASELINE	SOUTHERN AND CENTRAL SERBIA BASELINE
Municipal Administration	56.40	75.92
Communal Enterprises	35.57	56.50
Civil Protection	85.67	67.45
Health	65.67	66.64
Red Cross	51.82	51.92
Environmental Protection/Government	64.86	72.25
Environmental Protection/Nongovernment	39.22	26.83

We originally anticipated that, because of their history of involvement in local disaster response, the Red Cross representatives interviewed would likely provide the most reasonable and reliable assessment of emergency management capacity in a municipality. Triangulated against qualitative data, this still generally holds true, but there are notable exceptions: we observe several extreme variations that might be explained by capacity gaps within the Serbian Red Cross, or even by strains (sometimes social, sometimes political) in relationships between Red Cross leadership and municipal government leadership. In a few municipalities, local Red Cross leadership changes with prevailing political winds. Extreme variations within the Serbian Red Cross scores occur in both Vojvodina and Southern/Serbia.

By the same token, official representatives of the environmental sector are also "outside the loop" in municipal disaster management; they are not universally physically present. This is "real world" issue that presents a methodological challenge to MEMCI-ing. Our experience so far is that official environmental interlocutors have an extremely well-informed and accurate perspective on the entire scope of municipal preparedness, and their MEMCI responses accurately reflect the situation in their municipalities, but their role, too, is compartmentalized. In several municipalities, senior ranking officials have been unable to name an interlocutor on environmental issues to disaster management teams – and SCOPES is hearing anecdotally that some municipalities appear to be de facto excluded from environmental inspection.

Municipal MEMCI breakdown

The baseline scores for MEMCIed municipalities are as follows. Scores for individual municipalities vary greatly for methodological reasons described here and in the Semiannual

Report #2. Some interlocutors persist in giving extreme responses, overrating, underrating or citing "Don't know" because they may feel they cannot (or are not authorized to) respond. Survey methodology normally requires excluding extremes from the raw data calculations, but we have not yet done so. At this point, the team is still gathering info and exploring what the extremes might reveal about dynamics within a municipality or within a sector. So as to apply lessons learned, the table below has been calculated against the scoring standard of the MEMCI currently in use. For that reason, scores of the "original" municipalities differ from their scores presented in the Semiannual Report #2.

Sorted by ▼	
MUNICIPALITIES	BASELINE MEMCI
Bačka Topola	60.20
Bujanovac	26.00
Indjija	74.25
Irig	40.50
Knjaževac	61.67
Kovačica ¹⁸	19.67
Kragujevac	66.00
Kraljevo	65.00
Kruševac	78.40
Kuršumlija	60.50
Leskovac	70.33
Medvedja	77.50
Novi Pazar	63.43
Novi Bečej ¹⁹	34.50
Opovo	50.40
Preševo	60.50
Prokuplje	43.75
Raška ²⁰	59.00
Sečanj	104.00
Sjenica	75.00
Sokobanja	57.50
Sombor	57.50
Sr. Karlovci	47.00
Sr. Mitrovica	40.25
Titel	74.00
Tutin	49.00
Vranje	49.14
Vršac	47.00
Zrenjanin	62.00

Sorted by ▼	
MUNICIPALITIES	BASELINE MEMCI
Sečanj	104.00
Kruševac	78.40
Medvedja	77.50
Sjenica	75.00
Indjija	74.25
Titel	74.00
Leskovac	70.33
Kragujevac	66.00
Kraljevo	65.00
Novi Pazar	63.43
Zrenjanin	62.00
Knjazevac	61.67
Kuršumlija	60.50
Preševo	60.50
Bačka Topola	60.20
Raška	59.00
Sombor	57.50
Sokobanja	57.50
Opovo	50.40
Vranje	49.14
Tutin	49.00
Sr. Karlovci	47.00
Vršac	47.00
Prokuplje	43.75
Irig	40.50
Sr. Mitrovica	40.25
Novi Bečej	34.50
Bujanovac	26.00
Kovačica	19.67

The average score, drawn from 113 respondents in 29 municipalities, is 59.01. Based on quantitative data, Secanj, Medvedja, and Krusevac achieved a "passing" score of over 77 on the baseline MEMCI. Having applied lessons learned from the pilot interviews, MEMCI surveys conducted in this reporting period accurately reflected the "hierarchy" in preparedness capacity that eventually emerged during SCOPES training of seven new Vojvodina municipalities. Disaster management teams from Irig, Vrsac and Sremski Karlovci showed a low degree of coordination and communication, while those from Titel and Indjija a high degree.

¹⁸ Additional MEMCI interviews in progress.

¹⁹ Additional MEMCI interviews in progress.

²⁰ This score does not correspond to qualitative data on Raska.

Consistent with results from the pilot MEMCI baseline interviews, alerting procedures remain a problematic area in municipal capacity, as are provisions to insure that persons in public or private care facilities and institutions (schools, kindergartens, etc.) are alerted. Messages are not produced or broadcast in minority languages except in Vojvodina communities where minorities are a significant portion of the population.

ANNEX B: REVISED MUNICIPAL EMERGENCY MANAGEMENT CAPACITY INDEX (MEMCI)²¹

Methodological Understanding and Intent

The optimum municipal emergency management capacity assessment is based on conformance with binding, prescriptive commitments, such as law, administrative regulation or a government-ratified disaster preparedness strategy document. Binding commitments spell out the legal or administrative framework and standards to which national and/or municipal disaster preparedness actors are held accountable. Based on binding commitments, mutually-agreed and uniform standards and procedures are produced for issues that include, but are not limited to, notification and warning systems, communications, emergency operations center operations, emergency public information systems, impact and human needs assessments, damage assessments, health/medical care, food and water provisions, evacuation procedures, recovery of municipal expenditures, etc.

In this transition phase, while the Serbian government develops a new legal framework for disaster preparedness and prevention that will be binding on municipalities, we are not yet able to measure municipal compliance with law. In the absence of a binding framework, we poll the knowledge and awareness of key figures at the municipal level regarding emergency management issues. These MEMCI interviews capture needs and explore relationships at the local level in all municipalities in which SCOPES considers undertaking Preparedness and Planning activities. Designed to elicit a picture of local preparedness for all types of crisis, the MEMCI process includes in-depth interviews with representatives of six groups in each municipality: Red Cross, local administration, utilities, health center/public health/veterinary, governmental environmental protection, and either a nongovernmental expert/advocate on environmental protection or other organization involved locally in emergency response. Other responders, such as a Civil Protection or Protection and Rescue representative, may also be interviewed.

The six basic groups were chosen for two reasons: (a) extrapolating from SPHERE principles into practice, they are all likely to have a role in every type of humanitarian crisis, including population movement, and (b) with the exception of local administration, the other five representatives are less likely to "turn over" with changes of local administration and are more likely to have a long view on municipal preparedness. This method has an added benefit: we can consider knowledge and awareness as a proxy indicator for objectively verifiable capacity, in the event that state-sanctioned emergency plans, manuals or other system documents are not public information. The method of polling key emergency management persons is in keeping with municipal emergency capacity assessment instruments currently in use in U.S., U.K. and Canadian municipalities, where such instruments are used by individual emergency managers themselves to gauge compliance with law and emergency management standards.

²¹ Adapted to specific circumstances in Serbia by the SCOPES team from close cooperation with municipal disaster management teams, including first responders. This MEMCI also draws on the general outlines of *Characteristics of Effective Emergency Management Organizational Structures*, Public Entity Risk Institute (PERI), Fairfax, Virginia (October 2001), and is informed by (a) publicly available municipal/city emergency plans for several U.S. cities and counties, as well as those in the U.K. and Canada and (b) preparedness and prevention resources, including, but not limited to, those cited in public information by the Stability Pact Disaster Preparedness and Prevention Initiative and the UN International Strategy for Disaster Reduction. Also consulted are documents of multilateral governmental processes in which Serbia participates.

INTERVIEW TEAM

Interviewer 1 _____

Interviewer 2 _____

Date: _____

Notes: _____

PARTICIPANT INFO

No	Participant Info	
1	Municipality: _____	
2	Name of Interviewee: _____	
3	Title: _____	
4	Department/Organization: _____	
5	Address: _____	
6	Telephone: _____	
7	Email: _____	
8	Age: <input type="checkbox"/> 20 – 30 <input type="checkbox"/> 30 – 40 <input type="checkbox"/> 40 – 50 <input type="checkbox"/> Over 50	
9	Sex: <input type="checkbox"/> Male <input type="checkbox"/> Female	
10	How did you enter present position: <input type="checkbox"/> Elected <input type="checkbox"/> Appointed <input type="checkbox"/> Civil Service ²² <input type="checkbox"/> Civil Society: Humanitarian Association, Citizens' Association, NGO	
11	How long have you worked in your present position? _____ mo., _____ yrs.	
12	Is your organization included in your municipality's disaster management team? <input type="checkbox"/> Yes <input type="checkbox"/> No	

²² Civil service: Employee is selected by employment commission

QUESTIONS

No	Question	Scoring																								
	General emergency management structure																									
1	<p>Municipality has a standing body to direct its emergency planning and response.²³</p> <p>A. Natural disaster team or service ("Štab ili služba za elementarne nepogode") exists, formed by municipal government or the municipal assembly.</p> <p>B. Mayor has delegated responsibility to Civil Protection unit.</p> <p>C. Mayor delegates responsibility whenever a crisis occurs, and the team is formed depending on the nature of the crisis event.</p> <p>D. No Not Know</p>	<p>A=2 pts B=2 pts C=1 pts</p> <p>MIN SCORE 1</p>																								
2	<p>The same structure within the municipality deals with coordination and communication in all emergency situations. The same core group is involved, and other technical experts are added, depending on the disaster event.</p> <p>A. Yes B. No C. Do Not Know</p>	<p>A=1 B=0 pts</p> <p>MIN SCORE 1</p>																								
3	<p>Disaster management responsibilities are specifically mandated by municipal government.</p> <p>A. A working document prepared by the disaster management team outlines roles and responsibilities.</p> <p>B. Draft municipal ordinance establishing or empowering a standing body has been prepared but not yet passed.</p> <p>C. Municipal ordinance establishing or empowering a standing body has been passed by municipal assembly.</p> <p>D. Binding decision taken by senior municipal executive official has established or empowered a standing body.</p> <p>E. Do not know</p>	<p>A=1 pts B=2 pts C=3 pts D=3 pts E=0 pts</p> <p>MIN SCORE 1</p>																								
	Actors in emergency management																									
4	<p>The disaster management team includes local representatives of national, <i>i.e.</i>, republic-level institutions.</p> <p>Are the following involved in the emergency management planning process:</p> <table border="0"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> <th>Do Not Know</th> </tr> </thead> <tbody> <tr> <td>1. Trustees of the Commissariat for Refugees?</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>2. Representatives of the Ministry of Defense/ Civil Protection?</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>3. Ministry of Interior, police</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>4. Ministry of Interior, firefighters</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>5. Ministry of Environmental Protection?</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>		Yes	No	Do Not Know	1. Trustees of the Commissariat for Refugees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. Representatives of the Ministry of Defense/ Civil Protection?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. Ministry of Interior, police	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. Ministry of Interior, firefighters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5. Ministry of Environmental Protection?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>MIN SCORE 4</p>
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²³ If political will does not exist sufficient to ensure commitment to provide emergency response assistance according to international human rights standards and standards of international humanitarian law, "disaster management team" will be understood to mean a coordinating body of civil society actors. PLEASE DO NOT TRANSLATE THIS FOOTNOTE FOR THE SERBIAN VERSION. IT IS AN INTERNAL NOTE.

	<p>6. Ministry of Agriculture, Forestry and Water? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>7. Ministry of Health? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>8. Ministry of Infrastructure? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>9. Ministry of Employment and Social Policy? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>10. Ministry of Education? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>11. Ministry of Local Self-Government? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 12.</p> <p>12. Ministry of Justice? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>																																																					
5	<p>Are representatives from any of the following sectors in municipal government involved in the disaster management process? (Not all municipalities have all sectors.)</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 70%;"></th> <th style="width: 10%; text-align: center;">Yes</th> <th style="width: 10%; text-align: center;">No</th> <th style="width: 10%; text-align: center;">Do Not Know</th> </tr> </thead> <tbody> <tr><td>1. Commerce and Finance</td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>2. Culture and Information</td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>3. Social Work</td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>4. Urban Affairs</td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>5. Public Utilities</td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>6. City Architect</td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>7. Mayor's Office or City Manager</td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>8. Municipal Health Protection Center</td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>9. Zavod za urbanizam/Registry</td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>10. Zavod za javno zdravlje/Public Health</td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>11. Veterinary service</td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>12. Other _____?</td><td></td><td></td><td></td></tr> </tbody> </table>		Yes	No	Do Not Know	1. Commerce and Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. Culture and Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. Social Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. Urban Affairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5. Public Utilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	6. City Architect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7. Mayor's Office or City Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	8. Municipal Health Protection Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	9. Zavod za urbanizam/Registry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10. Zavod za javno zdravlje/Public Health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	11. Veterinary service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12. Other _____?				MIN SCORE 3
	Yes	No	Do Not Know																																																			
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7	<p>In developing municipal disaster management plans and policy, the DMT consults with persons or experts who are in government at republic or municipal level but are not members of the DMT.</p> <p>A. Yes B. No C. Do Not Know</p>	<p>Yes= 2 pts No= 0 pts</p> <p>MIN SCORE 2</p>																																																				
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Selection of Disaster Management Team members																																																						
9	<p><i>If the respondent is not a member of the DMT, go to 10. If respondent is a member of the DMT:</i> Officials within the DMT are selected according to standard procedures.</p> <p>A. I received written notice from mayor/president of municipality or his/her appointed representative B. According to regulation, law or established practice in our municipality, I am automatically a member of the crisis management team by virtue of the position I hold</p>	<p>A, B = 2 pts C-E = 1 pts</p> <p>MIN SCORE 1</p>																																																				

	<p>C. I received a telephone call from mayor/president of municipality or his/her appointed representative</p> <p>D. I received verbal instructions from my municipal/institutional/organizational supervisor to participate in the crisis management team</p> <p>E. I volunteered my services to the disaster management team because of my position and responsibilities in the community</p>																																																																									
10	<p><i>If respondent is not a member of the DMT but involved in emergency planning or consultation:</i> Officials within the DMT are known outside the immediate DMT.</p> <p>Do you know which institutions or persons in your municipality are represented in the municipality's emergency preparedness and planning structure?</p> <p>A. Yes B. No</p>	<p>A= 1 pt B= 0 pts</p> <p>MIN SCORE 1</p>																																																																								
The municipality identifies hazards and updates its risk assessment as the basis of preparedness and planning.																																																																										
11	<p>Have your municipality's risk assessment and response plans been updated <i>within the past two years</i> for the following:</p> <table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 70%;"></th> <th style="width: 10%; text-align: center;">Yes</th> <th style="width: 10%; text-align: center;">No</th> <th style="width: 10%; text-align: center;">Do not know</th> </tr> </thead> <tbody> <tr> <td colspan="4">1. 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Pandemics:</td> </tr> <tr> <td>-- avian flu?</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>--infectious diseases caused by toxic waste?</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>-- hepatitis?</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </tbody> </table>		Yes	No	Do not know	1. 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12	<p>If a sudden-onset disaster occurred in your municipality, would it be detected by first responders no matter where and when it occurred..</p> <p>A. ...immediately, within 30 minutes? B. ...between 30 minutes and 2 hours? C. ...more than 2 hours</p>	<p>A=2 pts B=1 pts C=0 pts</p> <p>MIN SCORE 1</p>																																																																								
13	<p>Is relevant information on local hazards and potential risks shared with organizations outside government, such as Red Cross, humanitarian organizations and NGOs?</p> <p>A. Yes B. No C. Do Not Know</p>	<p>A= 2 pts B, C= 0 pts</p> <p>MIN SCORE 2</p>																																																																								
The municipality has Response Plans that are up-to-date with appropriate technical content.																																																																										
14a	<p>Does your Response Plan (for example, for floods) have special procedures for the needs of nursing homes, schools, hospitals, hotels, etc.?</p> <p>A. Yes</p>	<p>A= 2 pts B= 0 pts C= 0 pts</p>																																																																								

plans and response.																										
19	Where more than one organization or actor will be responding to a local emergency, is it clear within your emergency management system who will be the leader? A. Yes B. No C. Do Not Know	A= 2 pts B= 0 pts C= 0 pts MIN SCORE 2																								
20	Is someone in the municipal emergency management system specifically responsible for ensuring coordination with Red Cross or other humanitarian organizations that provide assistance in crisis situations? A. Yes B. No C. Do Not Know	A= 2 pts B= 0 pts C= 0 pts MIN SCORE 2																								
The municipality has developed alerting procedures for the general public.																										
21	Is there coordination between the municipal-level officials involved in emergency management and district-level (Okrug) and republic-level officials? A. Only District B. Only Republic C. District and Republic D. Neither District nor Republic E. Do Not Know	C= 2 pts A,B= 1 pts D,E= 0 pts MIN SCORE 1																								
22	DELETED: DUPLICATE QUESTION. BLANK SPACE RETAINED TO KEEP NUMBERING OF QUESTIONS THAT FOLLOW.																									
23	Has the municipality provided for the collecting and recording of disaster-related information necessary for recovery? <table style="width: 100%; border: none;"> <thead> <tr> <th></th> <th style="text-align: center;">Yes</th> <th style="text-align: center;">No</th> <th style="text-align: center;">Do Not Know</th> </tr> </thead> <tbody> <tr> <td>1. Procedures have been developed to duplicate critical information (hard copy or electronic), with a back-up system that is regularly tested.</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>2. Procedures have been developed to collect and record disaster-related expenditures.</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>3. Procedures have been developed to assess environmental impact of a disaster.</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>4. Procedures have been developed to assess economic impact of a disaster.</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>5. Procedures have been developed to assess public health impact of a disaster.</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </tbody> </table>		Yes	No	Do Not Know	1. Procedures have been developed to duplicate critical information (hard copy or electronic), with a back-up system that is regularly tested.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. Procedures have been developed to collect and record disaster-related expenditures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. Procedures have been developed to assess environmental impact of a disaster.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. Procedures have been developed to assess economic impact of a disaster.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5. Procedures have been developed to assess public health impact of a disaster.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 pt for each checked Yes MIN SCORE 3
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24	Is someone assigned the responsibility of alerting the general public in an actual or potential emergency situation? A. Yes B. No C. Do Not Know	A= 2 pts B= 0 pts C= 0 pts MIN SCORE 2																								
25	Has the role of the media in alerting the public been coordinated <i>with</i> media representatives? A. Yes B. No C. Do Not Know	A= 2 pts B= 0 pts C= 0 pts MIN SCORE 2																								

26	<p>Has the general public been educated on the meaning of alerting signals and what corresponding actions to take?</p> <p>A. Yes B. No C. Do Not Know</p>	<p>A= 2 pts B= 0 pts C= 0 pts</p> <p>MIN SCORE 2</p>																																				
27	<p>Do you have special provisions for alerting particular population groups, such as hearing-impaired persons, persons with special and mobility needs, persons in institutions (schools, hospitals, care facilities, detention facilities, collective centers)?</p> <p>A. Yes B. No C. Do Not Know</p>	<p>A= 2 pts B= 0 pts C= 0 pts</p> <p>MIN SCORE 2</p>																																				
28	<p>Do you have an up-to-date list of all institutions (schools, universities, clinics, hospitals, kindergartens, facilities for care of the elderly, informal collective centers, etc.) in your municipality that are <i>privately-owned or administered</i>, so that individuals in those institutions can be alerted?</p> <p>A. Yes B. No C. Do Not Know</p>	<p>A= 2 pts B= 0 pts C= 0 pts</p> <p>MIN SCORE 2</p>																																				
29	<p>Do you have special provisions for issuing alerts in languages spoken by national minorities in your municipality?</p> <p>A. Yes B. No C. Do Not Know</p>	<p>A= 2 pts B= 0 pts C= 0 pts</p> <p>MIN SCORE 2</p>																																				
<p>Through public education, the municipality ensures that the local community is informed and aware, and thus able to protect themselves, their families, property and businesses in an emergency.</p>																																						
30	<p>Name a geographic area of your municipality that is likely to be the most difficult to reach by public information/education efforts and briefly describe why.</p> <p>Area: _____</p> <p>Why chosen: _____ _____</p>	<p>If unable to name, score 0 pts. If respondent makes clear that all areas of municipality are equally reachable, score 1 pts. If respondent provides area and reason, score 2 pts.</p> <p>MIN SCORE 1</p>																																				
31	<p>Are the following involved in your municipality's public information program for emergency situations?</p> <table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;"></th> <th style="width: 15%; text-align: center;">Yes</th> <th style="width: 15%; text-align: center;">No</th> <th style="width: 30%; text-align: center;">Do Not Know</th> </tr> </thead> <tbody> <tr> <td>1. Elected officials</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>2. Technical experts</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>3. Public health officials, also including mental health professionals</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>4. Representatives of national media</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>5. Representatives of local media</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>6. Schools</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>7. Representatives of mesne zajednice</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>8. Representatives of civil society, including</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </tbody> </table>		Yes	No	Do Not Know	1. Elected officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. Technical experts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. Public health officials, also including mental health professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. Representatives of national media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5. Representatives of local media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	6. Schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7. Representatives of mesne zajednice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	8. Representatives of civil society, including	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>1 pt for each checked</p> <p>MIN SCORE 8</p>
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	<p>associations of the blind, hearing-impaired, physically disabled, etc.</p> <p>9 Representatives of privately-owned business <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>10.Representatives of national minorities; <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> this may be the Council for National Minorities within municipal administration, if one has been formed</p> <p>11 Representatives of youth <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>12.Representatives of elderly/pensioners <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	
32	<p>Does your municipality have procedures to keep persons evacuating from your community or persons coming into your municipality aware of current information when they are in shelters or on highways?</p> <p>A. Yes B. No C. Do Not Know</p>	<p>A= 2 pts B= 0 pts C= 0 pts</p> <p>MIN SCORE 2</p>
<p>TOTAL SCORE OF QUESTIONS 1-32 This is the basic MEMCI score. A minimum 77 is required to "pass".</p>		
<p>The municipality identifies and can mobilize financial and material resources, as well as outside technical support, for effective emergency management.</p> <p>These are all "extra credit" questions. A positive answer to each of these questions suggests that the municipality is better able to respond to an emergency.</p>		
33	<p>Does the municipal budget include a provision for emergency management (updating risk assessment, making general emergency plans and procedures, etc.)?</p> <p>A. Yes B. No C. Do Not Know</p>	<p>A= 1 pts B= 0 pts C= 0 pts</p> <p>MIN SCORE 0</p>
34	<p>Has the municipality established procedures for authorizing additional emergency expenditures, if needed?</p> <p>A. Yes B. No C. Do Not Know</p>	<p>A= 1 pts B= 0 pts C= 0 pts</p> <p>MIN SCORE 0</p>
35	<p>Heavy equipment for coping with local-level flood, fire, landslide or chemical emergencies is available within the municipality, <i>i.e.</i>, it does not have to be transported from a neighboring municipality</p> <p>A. Yes B. No C. Do Not Know</p>	<p>A= 1 pts B= 0 pts C= 0 pts</p> <p>MIN SCORE 0</p>
36	<p>Technical experts in hazardous waste clean-up and appropriate equipment for handling waste/contamination are available within the municipality or in an immediately neighboring municipality, <i>i.e.</i>, they do not have to travel from a distant location.</p> <p>A. Yes B. No C. Do Not Know</p>	<p>A=1 pts B= 0 pts C= 0 pts MIN SCORE 0</p>
37	<p>Does your municipality have contingency arrangements for obtaining extra equipment or services in an emergency?</p>	<p>A= 1 pts B= 0 pts C= 0 pts</p>

	<p>A. Yes B. No C. Do Not Know</p>	<p>MIN SCORE 0</p>
38	<p>Have you received information from any republic-level body or institution on how your jurisdiction can request a formal declaration of "disaster" from the central government to help with immediate disaster response? A. Yes B. No C. Do Not Know</p>	<p>A= 1 pts B= 0 pts C= 0 pts MIN SCORE 0</p>
39	<p>Have you received information from any republic-level body or institution on requirements and procedures for receiving reimbursements from the national government and other crisis related aid to help with recovery <i>after</i> a disaster has occurred? A. Yes B. No C. Do Not Know</p>	<p>A= 1 pts B= 0 pts C= 0 pts MIN SCORE 0</p>
40	<p>The municipal Red Cross Society has trained persons in first aid during the past year. A. Yes B. No C. Do Not Know</p>	<p>A= 1 pts B= 0 pts C= 0 pts MIN SCORE 0</p>
41	<p>Other than those organized within the SCOPES program, the municipality's crisis responders have participated in an emergency simulation during the past year. A. Yes B. No C. Do Not Know</p>	<p>A= 1 pts B= 0 pts C= 0 pts MIN SCORE 0</p>
DELETED. NUMBERING RETAINED.		
43	<p>The municipality has had to cope with an emergency during the past two years from which it has gained valuable experience and lessons learned. A. Yes B. No C. Do Not Know</p>	<p>A= 1 pts B= 0 pts C= 0 pts MIN SCORE 0</p>
TOTAL EXTRA CREDIT POINTS		
TOTAL MEMCI SCORE		

ANNEX C: SUMMARY OF SCOPES MEDIA COVERAGE

Period: April – September 2007

In the April-September period, increased media coverage on the Program activities has been recorded. A high profile event, Business Plan Competition Award ceremony, presided over by the U.S. Ambassador to Serbia, Michael C. Polt, in Belgrade on 28 June, was the opportunity to raise visibility with the national media covering the event. The award ceremony was well attended with about 100 people taking part from various state organizations and agencies, NGOs, as well as media. There were over 20 media references on the event, mostly by the national media, throughout June, July and even August. A very positive media reaction to the Economic Security activities has been noticed following the award ceremony. Namely, the local media got interested in the personal motives and business ideas of the individuals/companies that were selected at the competition and investigated the local economic situation and the causes of deprived business and labor markets, redundancy due to privatization being one of them. ES grant program was mentioned in articles in the context of timely and appropriate actions assisting the vulnerable groups and supporting the local economies. Five such stories were published in local media covering mentalities of Medvedja and Prijepolje. One of such stories was published in a monthly bilingual paper from Vranje, covering the municipalities of Bujanovac, Presevo and Medvedja, a unique bilingual print endeavor and the good example of cooperation between the Serbian and Albanian journalists in the region.

An add placed in a national Politika daily on 12 July announcing the launch of the 2007 Annual Program Statement for Economic Security program and Invitation for Applications generated additional media response, with reprints in four print and one web site (Standing Conference of Towns and Municipalities - Program partner organization). The Invitation for Applications will also be released in the Poverty Reduction Strategy bulletin – operating within Deputy Prime Minister Team, due in October. In addition, the Invitation will be published in the USAID bulletin to be released shortly.

During the summer months media reported extensively of natural disasters (wild fires, river industrial pollutions, environmental incidents, release of toxic gases, etc.), which gave rise to recurrent broaching of the topic of the lack of appropriate modern legislation regulating the disaster management and protection and rescue area. There has been an extensive public debate over the media by various actors, Ministry of Defense, Ministry of Interior, NGOs, academics and local first-responders on the subject of adoption of new national legal framework for disaster management. Some of the frequent issues in the public discourse were: problems of divided responsibilities and jurisdiction in the event of emergencies over several ministries, lack of coordination among relevant actors, shortages of equipment, existing obsolete and outdated laws inapplicable in emergencies, preparedness and planning, protection, rescue and recovery system, new draft bills, all of which are addressed by the Preparedness and Planning program. Due to recurrent cases of natural disasters that every second year affect Serbia causing immense damage, prompted the Government to launch an initiative, which was discussed at the last government session before summer recess, on forming a special administration, or even a Ministry for Emergency. There were over 14 articles tackling those issues.

Preparedness and Planning training activities started to get prominence in the local media. Albanian language TV Aldi from Presevo and TV Raska aired news reports on the trainings held in Presevo and Brzece for the central, southern and southwest municipalities. The latter

feature carried interviews with trainees and their successful agreement on cooperation between the two municipal emergency teams' representatives on joint action to help clear the Raška riverbed to prevent flooding. Preparedness and planning training activities for seven new municipalities of Vojvodina drew attention of the local media who were interested in participating at the training. Two reports were published, one in a regional highly-circulated daily Dnevnik and the other at regional-based web site, carrying also the comments of the participants. Further, a regional Vovjodina TV station in the news feature dealing with the reconstruction of the levee in the Program's target municipality of Titel, quoted Mr. Pillsbury on the USAID Preparedness and Planning assistance in training the municipal first responders in defense planning against floods. Due to political sensitivity of Preparedness and Planning activities, and maintenance of a low profile, this public visibility is contributing to raising awareness of the issues of emergency preparedness and planning.

In order to define how the Program will be positioned and promoted to beneficiaries and public in general, as well as the plans for acknowledging the U.S. contribution, PR/Media Specialist drafted a *Public Information, Branding and Marking and Outreach Strategy*. It also gives an overview of activities targeting media, in a bid to strengthen their positive role in informing the public competently, responsibly and professionally. Those ideas will be further developed as deemed appropriate and effective for various segments of the Program activities.

Media Specialist drafted instructions in a form of unofficial document to help recipients of USAID-funded grants, through the Serbia Contingency Planning and Economic Security Program, comply fully with USAID branding and marking requirements. The aim is to assist subgrantees in proper and visible acknowledgment of financial contributions provided by the American people and proper marking of project material. The instructions are translated into Serbian as well and will be given to recipients shortly.

Web site – internal resources have been mobilized to make a new Program web site. The internal presentation of the web site took place in September. Based on the recommendation of the staff, the web site will be further developed and soon released.

In the reported period, a professional press clipping services provider was engaged, which enables the Public Relations/Media Specialist to continuously monitor news media coverage on all project activities and Program related issues. The service has been active as of 1 June and the monthly media coverage overviews with highlights of the months and translated interested articles are produced and circulated to USAID, DAI Home Office and CHF International.

The table below provides an overview of media coverage and the primary topics in the last six months.

Month	No. of articles/ footage	Topics
May 2007	1	<u>Preparedness and Planning:</u> <i>-Civil Defense normative framework</i>
		<u>Economic Security:</u>
June 2007	3	<u>Preparedness and Planning:</u> <i>-Humanitarian situation in the event of Kosovo declaration of independence</i> <i>-Forming of National Defense Council (President Tadic statement)</i> <i>-Conference on Disaster management, Nis</i>
	17	<u>Economic Security:</u> <i>-Business Plan Competition award ceremony (and evaluation process by independent judges)</i>
July 2007	8	<u>Preparedness and Planning:</u> <i>Municipal preparedness and planning (roles and responsibilities of civil protection HQ)</i> <i>-Joint project cooperation of DMT – training participants</i> <i>-Split jurisdiction of ministries in emergencies</i> <i>-Lack of state body and law on emergencies, draft bill on protection and rescue</i> <i>- Serbian Government suggestion of forming Ministry of Emergency</i> <i>- The concept of protection and rescue of citizens in the event of emergencies</i> <i>- Seminar on disaster management and risk assessment on local level</i>
	11	<u>Economic Security:</u> <i>-BPC award ceremony</i> <i>-Prijeholje and Medvedja BPC winners' stories</i> <i>-ES APS and Invitation for Applications</i>
August 2007	6	<u>Preparedness and Planning:</u> <i>- Seminar on disaster management and risk assessment on local level</i> <i>- High price due to poor law on emergencies</i> <i>- Shortcomings in municipally civic protection system</i>
	4	<u>Economic Security:</u> <i>- BPC award ceremony</i> <i>- Medvedja BPC winners' stories</i> <i>-ES APS and Invitation fro Applications</i>
September 2007	3	<u>Preparedness and Planning:</u> <i>-Lack of strategy in emergencies</i> <i>-“Rivaling” relationship between the police and the army - lack of civil protection system functioning in municipalities</i> <i>-Preparedness and Planning program activities (training)</i>
	7	<u>Economic Security:</u> <i>USAID support to participation of Sandžak entrepreneurs at international fairs in Belgrade</i>

ANNEX C, SCOPEs MEDIA COVERAGE - DETAIL

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
1	May 22, 2007	Vreme weekly (supplement)	<i>National</i>	Civil Defense normative framework	Overall disaster management system has been faced with the need of adoption of comprehensive national disaster management normative framework and application of rational models of emergency response. At municipal level, the citizens rightfully expect an organized, competent, efficient emergency response and recovery system in the event of natural disasters and other crisis. Available resources of Serbia are substantial, but the overall disaster management system has been disintegrated.
2	June 2, 2007	RTS, Prime newscast	<i>Public broadcaster</i>	Serbian Government has established a National Defense Council	Boris Tadic, Serbian President This is an institution which has to be tasked with dealing with issues of the fight against organized crime, this is the institution which should enable our country not to have individual crimes jeopardizing (undermining) the very values or basis of the society, this is the service/institution searching for answers in the future and solving problems such as natural disasters.
3	June 9, 2007	Naše weekly (Leskovac)	<i>Regional</i>	On emergency situations	Nis – The fifteenth academic conference entitled “Man and his environment” with the main topic of Disaster management held at the Faculty of Occupational Safety in Nis, gathered more than 200 participants from the country and abroad. A total of 85 papers on the topic of disaster management, risks assessment and emergency response, as well as model approaches to local disaster management planning and organization were presented.

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
4	June 15, 2007	Polimlje weekly (from Prijepolje)	<i>Local</i>	Experts evaluate business plans	Twelve business professionals and top notch experts in banking, finance, marketing and management volunteered to judge business plans submitted to “Realizing Your Dream”. A business plan competition sponsored by the United States Agency for International Development’s (USAID) Serbia Contingency Planning and Economic Security Program. Winners of the competition, conducted in seven underserved municipalities in southern Serbia, will be announced by US Ambassador Michael C. Polt at an event on 28 June.
5	June 15, 2007	Glas Javnosti daily	<i>National</i>	When the Security Council takes away homes, the UN will provide food <i>(The UN plan for evacuation of people from Kosovo and Metohija in case independency is declared)</i>	Coordination of all activities on evacuation would be entrusted to a group composed of UNHCR, UNICEF and the Office of the Chief Coordinator, which is under the UNHCR jurisdiction. The group would meet once a month. .. “In coordination with the Government, the Serbian Refugee Commissioner would be the main interlocutor for the UN and other agencies included in this urgent action. He would run the collective refugee centres in Serbia through municipal commissioners. He would be in charge of refugee accommodation and shelter”.....“The number of humanitarian agencies which dispose of quick-response-capacities and expert knowledge has been drastically reduced in the last three years. However, some agencies are still present and could take some of the responsibilities if there is a need to do so”.
6	June 19, 2007	Naše weekly (Leskvoac)	<i>Regional</i>	USAID competition	Kursumlija – Seventeen entrepreneurs and individuals from Kursumlija applied with their projects for financial assistance within the USAID Competition. Four projects were qualified to another stage and the final selection of winner will be announced on 28 June. A total of mil 20 USD has been earmarked fro the implementation of USAID funded Program, targeting seven municipalities of southern Serbia.

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
7	June 19, 2007	Politika daily (<i>Jobs supplement</i>)	<i>National</i>	From advise to lottery	Big media attention was attracted by a scientific gathering entitled "Support to small and medium –sized enterprises and entrepreneurship". Lecturers came from SIEPA (Serbia Investment and Export Promotion Agency), AOFI (Agency for Insurance and finance of investment) and SCOPES Program. At the event all loan lines, as well as donor assistance have promoted, which is important for the development of entrepreneurship.
8	June 19, 2007	Politika daily (<i>Green pages supplement</i>)	<i>National</i>	"Realize Your Dream" – Make a business plan!	Twelve business professionals and top notch experts in banking, finance, marketing and management volunteered to judge business plans submitted to "Realizing Your Dream" business plan competition sponsored by the United States Agency for International Development's (USAID) Serbia Contingency Planning and Economic Security Program. Winners of the competition, conducted in seven underserved municipalities in southern Serbia, will be announced by US Ambassador Michael C. Polt at an event at the end of June.
9	June 28, 2007	Beta news agency (www.beta.co.zu) 	<i>National</i>	Best business plans have been awarded	The best business plan winners of the "Realize your Dream" competition, organized under the auspices of U.S. Agency for International Development (USAID), have been announced at the award ceremony today. The Competition was organized in the framework of the Serbia Contingency Planning and Economic Security Program, and 41 winners are eligible for investment, training, technical assistance and/or mentoring over a period of six to eighteen months.
10	June 28, 2007	Ministry of Foreign Affairs, Public Diplomacy section – web site	<i>On-line</i>	Polt: U.S. is Friend of Serbia	Asked by the reporters about whether there would be cooperation or a fight, Polt said: "Of course we will not fight." "There are thousands of things in which Serbia and the U.S. agree, and today's event is an example of this," Polt said during the ceremony to pronounce the winner of the business plans competition, dubbed "Make Your Dream Come True,"

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
					organized under the auspices of the U.S. Agency for International Development (USAID). He added that the only aim of the Americans in Serbia is to help the Serbian people realize their dreams. <i>(taken from Beta agency)</i>
11	June 28, 2007	B-92 web site 	<i>On-line</i>	No battle with Serbia	Polt said that there are many areas in which Serbia and U.S.A. concur, such as the promotion of Business plan competition winners, at today's event. "U.S. aim in Serbia is to help all the citizens of this country realize their dreams. It takes two sides for every battle, and in this one there is only one, as we are your friends and not enemies", concluded Michael Polt.
12	June 28, 2007	TV B92	<i>National</i>	Make your dream come true	The U.S. Ambassador Michael Polt is going to declare the names of winners of the competition of business plans dubbed 'Make your dream come true' within the USAID.
13	June 28, 2007	Tanjug news agency	<i>National</i>	USAID to support 41 entrepreneurs in Serbia	U.S. Agency for International Development (USAID) will support realization of business plans of 41 entrepreneurs from seven underserved municipalities in Serbia,
14	June 28, 2007	TV Pink	<i>National</i>	The USA is Serbia's friend Michael Polt says	The USAID's award contest was the occasion for U.S. Ambassador Michael Polt to say that there will be no fight because America is, as he says, Serbia's friend.
15	June 28, 2007	www.naslovi.net	<i>On-line</i>		Article carried from Danas daily
16	June 29, 2007	24 sata, daily	Belgrade	U.S. assistance to authors of best business plans	41 winners of the competition for the best business plan organized by USAID have been declared. The competition started in February, within USAID's Serbia's Contingency Planning and Economic Security Program. The winners are going to be granted financial, technical and tutorial assistance to put their plans into effect. According to U.S. Ambassador Michael Polt, even 550 various concepts of business plans were submitted and he was especially glad to help

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
					municipalities with the highest unemployment rate.
17	June 29, 2007	Pregled daily www.pregled.com 	<i>National</i>	USAID to support 41 entrepreneurs	USAID is going to support business plans of 41 entrepreneurs from seven underdeveloped municipalities in Serbia within the project titled 'Make your dream come true'.
18	June 29, 2007	Dnevnik daily	<i>Regional</i>	Polt: the USA is Serbia's friend	U.S. Ambassador in Serbia Michael Polt told Serbian people yesterday that the USA was Serbia's friend, not the enemy, though there were some disagreements as to some issues. He says there are thousands of issues as to which the USA and Serbia agree and 'Make your dream come true' competition organized by USAID is one of them".
19	June 29, 2007	Danas daily	<i>National</i>	41 winners of 'Make your dream come true' contest	USAID within its Serbia's Contingency Planning and Economic Security Program is going to support business plans of 41 entrepreneurs from seven underdeveloped municipalities in Serbia within the project titled 'Make your dream come true'. U.S. Ambassador in Serbia Michael Polt handed them the awards ranging from \$5.000 to \$20.000.
20	June 29, 2007	Dnevnik daily 	<i>Regional</i>	USAID to support entrepreneurs	USAID is going to support business plans of 41 entrepreneurs from seven underdeveloped municipalities whose business plans have been declared the best after the training within 'Make your dream come true' contest. U.S. Ambassador in Serbia Michael Polt said on the occasion it was encouraging to see that the decrease in the number of the unemployed was one of priorities of the new government.

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
21	June 30, 2007	TV Avala (Voice of America TV program)	<i>National</i>	Business plan competition “Realize Your Dream” in underserved areas	U.S. Agency for International Development (USAID) organized the “Realize your Dream” business plan competition in underserved areas of Serbia: Kraljevo, Novi Pazar, Prijepolje, Bujanovc, Preševo, Medvedja, Kuršumlja. Organizers say that 550 business plan concepts were received, out of which 41 were selected as the best. American Ambassador to Serbia Michael C. Polt presented winners’ certificates in Belgrade Hotel M.
22	July 2, 2007	Ekonomist weekly 	<i>National</i>	USAID: The best business plans	Forty-one winners were selected in the “Realize your Dream” business plan competition, organized under the auspices of USAID. Business plan competition was launched in March this year in seven municipalities: Kraljevo, Kursumlija, Bujanovac, Presevo, Medvedja, Novi Pazar and Prijepolje.
23	July 4, 2007	TV Aldi	<i>Local (Presevo)</i>	Preparation of Civil protection HQ for taking responsibilities in the situation of disaster, floods and land slides.	The three days seminar has started at the motel Kalaja e Ibishit addressing the topic “Preparation of Civil Protection HQ as an operative body in charge for managing natural disasters, floods and landslides, has been organized and supported by the American government agency USAID in cooperation with local municipal administration and civil protection HQ in Presevo. Members of the Civil Protection headquarters from Presevo, Bujanovac and Vranje took part in the training.
24	July 5, 2007	Vreme weekly 	<i>National</i>	“Realize your Dream” business plan competition	Forty-one winners of the “Realize your Dream” business plan competition organized under the auspices the USAID Serbia Contingency Planning and Economic Security Program were announced at the award ceremony in Belgrade on 28 June 2007. U.S. Ambassador Michael C. Polt presided over the award announcement. Brian Holst, Chief of Party and Zlatja Zaric from Medvedja, one of the competition’s winners also spoke

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
					at the event.
25	July 6, 2007	Polimlje weekly	<i>Local (Prijepolje)</i>	Our "dream" closest to reality	Completed business plan competition "Realize your dream" – 16 projects from Prijepolja entered the final stage of the process, out of which 9 were awarded, which is the best result compared to other 7 municipalities. American Ambassador to Serbia Michael Polt announced the winners.
26	July 9, 2007	Blic daily	<i>National</i>	Prijepolje -Grants from entrepreneurs	Prijepolje – International Contingency Planning Program will in the forthcoming period support the realization of nine projects submitted by Prijepolje applicants within the Business Plan Competition "Realize your Dream" with the total value of 120 thousand USD.
27	July 9, 2007	Perspektive weekly	<i>Local (Presevo)</i>		Forty-one winners of the "Realize your Dream" business plan competition organized under the auspices the USAID Serbia Contingency Planning and Economic Security Program were announced at the award ceremony in Belgrade on 28 June 2007.
28	July 10, 2007	Narodne novine	<i>Regional (Nis)</i>	Investments bypass the undeveloped	Investment poverty in south Serbia – U.S. Agency for International Development (USAID) will support the implementation of 41 business plans, submitted by entrepreneurs from less developed municipalities in Serbia, and selected as the best following the training activities within the "Realize your dream" competition.

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
29	July 12, 2007	Vreme weekly	<i>National</i>	The role of a stick	Split jurisdiction – One of the bigger problems is that the jurisdiction has been split among several ministries,” explains Dusan Pajkic, Serbia’s Environment Deputy Minister. For example, Ministry of Health is in charge for drinking water, Ministry of Agriculture takes care of ground and surface water system while the Ministry for Environment is in charge of accidents, like the recent industrial pollution of the Timok river. “In European countries, water, ground and air are exclusively under jurisdiction of Environment Ministry and it is our obligation, since we want to join EU, to unify all authority.
30	July 12, 2007	Politika daily	<i>National</i>	Add	U.S. Agency for International Development (USAID) has announced the Invitation for Applications in seven municipalities in Serbia in order to increase the access to economic opportunities in underserved municipalities of Serbia. The invitation is a part of annual program in the framework of Serbia Contingency Planning and Economic Security Program.
31	July 13, 2007	Polimlje weekly 	<i>Local (Prijepolje)</i>	Owning a business is a basic motive	Gorica, Radojka and Rosa have become eligible for award of 4.000 USD each for realization of their business plans within the “Realize your dream” competition conducted by Serbia Contingency Planning and Economic Security Program. Unlike the other competitors they submitted the project which in its essence entails self-employment opportunities as a response to the solution of problems relating to privatization of big state companies.
32	July 13, 2007	TV Raška	<i>Regional (Sandzak)</i>	Contingency Planning	Serbia Contingency Planning and Economic Security Program is a multi-year program supported by USAID. Preparedness and Planning component of this program support development of the capacity to plan for and respond to emergencies on municipal level and take national initiatives to develop

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
					<p>preparedness policy.</p> <p>Attendees of the seminar are members of municipal teams for crisis management from Novi Pazar, Sjenica, Tutin, Raška and Kraljevo as well as other relevant actors from civic society, Red Cross representatives, Ministry of Defense Civil Protection Department , Ministry of Interior Sector for Protection and Rescue, local self-government representatives, technical experts on water management. The aim of the seminar was to strengthen municipal capacities and encouraging a systematic approach in risk assessment, planning and response to emergencies.</p> <p>Mr. Suljovic, the Novi Pazar head of the team for defense from floods said:” This represents the opportunity to exchange the experience since emergencies (civil defense) teams from Raška, Kraljevo, Tutin, Sjenica take part, and based on the experiences to update or revised the plans according to specific situation (hazards) in their respective communities. I have to repeat that I am extremely satisfied with the training and consider it of great use.</p> <p>Nikola Antanasijević, head of Protection Department for Natural Disasters from Raska municipality said: “Since civil defense team from Novi Pazar participates in the training, this is the opportunity for exchange of opinions and to agree to work together in order to reduce the risk of floods, i.e. help clear the Raska riverbed to prevent flooding.</p>
33	July 17, 2007	Dnevnik	<i>Regional</i>	Americans support the enterprenerouship	U.S. Agency for International Development (USAID) has announced the Invitation for Applications in seven municipalities in Serbia in order to increase the access to economic opportunities in underserved municipalities of Serbia. The invitation is a part of annual program in the framework of Serbia Contingency Planning and Economic

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
					Security Program.
34	July 17, 2007	24 sata	<i>Belgrade</i>	New US assistance program	U.S. Agency for International Development (USAID) has announced the Invitation for Applications in seven municipalities in Serbia in order to increase the access to economic opportunities in underserved municipalities of Serbia. Municipalities encompassed by the program are: Bujanovac, Kraljevo, Kursumljija, Novi Pazar, Prijepolje, Presevo and Medvedja, and the target sub-sectors will be mostly services, crafts and food production.
35	July 20, 2007	Polimlje weekly	<i>Local (Prijepolje)</i>	Job opportunities for vulnerable peoples	Municipality of Prijepolje is one of seven target municipalities in which the United States Agency for International Development supported Serbia Contingency Planning and Economic Security program will be implemented. Invitation for Applications within the Economic Security program component will be open from 10 July until 30 November 2007.
36	July 23, 2007	TV B92 	<i>National</i>	What does one do in the event of natural disasters	Serbia does not have either a state body or a law, which would prescribe measures in the event of natural disasters and emergencies. „State agency for emergencies may ask all for the use of army, police force and all business entities and would be entitled to mobilize the human resources. I even think that a new law on emergencies should be passed, which would further define the role of the agency in those circumstances and tasked with rescue and recovery, says Zoran Dragišić from the Faculty of Security Studies of Belgrade.

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
37	July 27, 2007	Danas	<i>National</i>	Projects ensures the support to investors and donors	Municipality of Prijepolje - two years of strategic development – Two substantial USAID programs have been launched (SCOPES and MEGA) each lasting for five years, which will support Prijepolje and promote in the area of development of local investments and networking with donors and other domestic investors
38	July 28, 2007	Dnevnik	<i>Regional</i>	We are to get Ministry of Emergency?	Serbian government is seriously looking into the possibility of, due to natural disasters that every second year and cause immense damage, forming a special administration, or even the Ministry of Emergency, stated yesterday in Novi Sad Serbian Minister of Agriculture Slobodan Milosavljević. He said that this issue was on the agenda at the last government session, as something must promptly be changed in the way of tackling wildfires, landslides, earthquakes, floods, droughts and other natural disasters.
39	July 28, 2007.	Danas	<i>National</i>	The concept of protection and rescue of citizens in the event of emergencies	Ministry of Finance is claimed as saying that they are already working in the budget for the next year and will allow for substantial funds earmarked for the event of natural disasters and emergencies, which proved to be necessary. ...“Unfortunately, these are only some of the examples reflecting the state of disaster management system in Serbia is – insufficient coordination, shortages of equipment, lack of financial resources, absence of modern legal framework...
40	July 30, 2007	Ravnica INFO	Web site www.ravnica.info	Self-protection – Slovenian export brand	First seminar on self-protection held on Palić Lake Three-day seminar on disaster management and risk assessment on local level organized by USAID gathered the representatives of Municipalities of Opovo, Sremski Karlovci, Titel, and Zrenjanin

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
41	July 31, 2007	Danas	<i>National</i>	Headquarter was functioning, but unofficially	<p>Deputy Minister of Interior Section for Protection and Rescue Predrag Maric said for Danas that all people who were involved in the distinguishing the wildfires were practically part of a Headquarter from the second day of its establishment and which operated unofficially.</p> <p>Draft Law on Protection and Rescue proposed by Ministry of Interior envisages the establishment of such center. I hope that the draft law will soon be tabled in the parliament, and it will happen once the political decision is made as to where the section dealing with emergency preparedness and planning will be – Ministry of Interior, Ministry of Defense or as Government department”, says Maric.</p>
42	August 1, 2007	Blic	<i>National</i>	Citizens are not helping to extinguish fires	<p>“Serbia pays too high a price for social neglect and poor law on natural disaster control,” says Predrag Maric, Deputy Minister of Interior Section for Protection and Rescue.</p> <p>The citizens of Serbia have not helped much to the Army and Police to extinguish fires throughout Serbia. Except for weak willingness, one of the reasons is the outdated law from 1977 according to which there is no united institution to organize them. Therefore, Protection and Rescue Sector in September drafted a new bill, but it was withdrawn from the Parliament procedure in May this year.</p>
43	August 1, 2007	Večernje novosti	<i>National</i>	Everyone put out fire on their own	<p>Report from the extraordinary session of the municipally Civic Protection Headquarters in Pirot, from July 24, contains quite worrying conclusions, which we cite in somewhat shortened form.</p> <p>Regulations on actions in case of fire are bad and it is unknown who is authorized for what and who cooperates with who and in what way.</p> <p>Material means for the protection and salvation are quite bad</p>

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
					and scarce. The flow of information between Police Administration and Information Center (under jurisdiction of Ministry of Defense) is quite weak and incomplete, due to blockade in police. The flow of information between territorial fire department and local self-government is weak. Protection Unit Pirot, Civic Protection and Civic Protection HQ are belatedly included in the newly formed Fire Protection Head Quarters in Police Administration. Better coordination start on July 24, when local-self government and Information Center were actively included in the operation of the headquarters (fire broke out 5 days earlier).
44	August 3, 2007	Dnevnik	<i>Regional</i>	Law minimizing the crisis	Sremski Karlovci, Opovo, Titel, and Zrenjanin are the first Vojvodina municipalities that joined the Serbia Contingency Planning and Economic Security Program. The municipality representatives have attended the training for emergency situation management and evaluation of danger on local level, organised by U.S Agency for International Development (USAID).
45	August 3, 2007	Politika (supplement)	<i>National</i>	41 winners of 'Make your dream come true' contest	“Realize Your Dream” business plan competition, organized under the auspices of Serbia Contingency Planning and Economic Security Programme, has been finished. The Program is financed by USAID.
46	August 3, 2007	Standing Conference of Towns and Municipalities	<i>Web site</i>	USAID Program for 2007	U.S. Agency for International Development (USAID) has announced the Invitation for Applications in seven municipalities in Serbia in order to increase the access to economic opportunities in underserved municipalities of Serbia. http://www.skgo.org/code/navigate.php?Id=386

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
47	August 17, 2007	Nasa rec	<i>Regional (Leskovac)</i>	The Zarics 'live their dream'	Having seen that it would be the best to rely only on themselves, Zarics started growing flowers in this mountainous and underdeveloped place. Years have passed from that moment to the award on business plan competition Realize Your Dream. However, perseverance paid off. This competition was organized with the Serbia Contingency Planning and Economic Security Program, supported by the US government. Zlata Zarić, a flower producer from Medveđa, won the first price.
48	August 20, 2007	Blic	<i>National</i>	Government agency is tasked for floods and fires	“Regardless of the fact whether it is the case of massive fish death in the Timok river or floods like the one in Jasa Tomic or recent wildfires which cost Serbia 10 mil EUR, a special independent agency should coordinate the activities of all people in the field in emergencies. It should not be under any of the ministries, but under the direct command of Serbia’s Government,” says Zoran Jeftic, Ministry of Defense Secretary. At the moment, the whole system functions according to the Law on Ministry of Defense as of 1991. which is considered obsolete and outdated both by the police and the army, as it does not envisage protection system from the disasters, but only setting up of crisis management team.
49	August 24, 2007	Politika	<i>National</i>	Even high temperature in the law	Minister of Defense, Mr. Dragan Sutanovac, formed the working group to draft the bill on the state of emergency. Beside the Law on the Army and Defense, this will be another important system law to regulate the area of defense. One more datum on non-existence of the regulative in the area of civil protection testifies that some solutions were written in the seventies of the last century, and that some phenomena have not been regulated by the law, for instance, high temperatures this summer couldn’t have been proclaimed

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
					natural disaster.
50	August 24, 2007	Korak (Hapy) bilingual monthly	<i>Vranje –based regional</i>	The Zarics ‘live their dream’	“Realize Your Dream” competition was organized by the Serbia Contingency Planning and Economic Security Program, supported by the US government. Zlata Zarić, a flower producer from Medveda, won the first price.
51	August 29, 2007	Vecernje novosti	<i>National</i>	Government did not pay damages to agriculture producers	NT researched the procedures for natural disaster recovery. - The state does not have the officially licensed expert team to assess damages - There is confusion about who to submit compensation for damage request to. - It is not known who and how the natural disaster recovery budget is created - Parliament Defence and Safety Board has no competencies in the state of emergency - The Government has not formed the body to take care of protection and rescuing of citizens.
52	September 4, 2007	Radio Sto Plus Main news	<i>Regional (Sandzak)</i>	USAID supports the participation at the Fair	Šefkija Halilović, Sandžak Economic Development Agency (SEDA) Director signed the grant agreement, within the USAID’s Contingency Planning and Economic Security program, on the participation of the Sandžak textile entrepreneurs on 48 th . International Fashion fair in Belgrade,
53	September 5, 2007	TV Regionalna	<i>Regional (Sandzak)</i>	Participation of Sandžak entrepreneurs at the 48 th International Fashion Fair in Belgrade	USAID Economic Security program will support the participation of the Sandžak textile entrepreneurs on 48 th . International Fashion fair in Belgrade, from 4 - 6 October 2007. Šefkija Halilović, Sandžak Economic Development Agency (SEDA) Director said: “I would like to take this opportunity to thank the American people, as this is not the first time that we have a good cooperation with the program

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
					the USAID promotes in this part of the country”. SEDA-leading the group of apparel producers at the Fair has applied for USAID funds and today is signing the grant contract.
54	September 6, 2007	Vreme	<i>National</i>	USAID's competition	USAID has launched the competition for the support in implementing projects within SCOPES program. The competition was invited July 10 and expires November 31 2007. Information about the program and application terms is available at www.scopes-serbia.org or by scopes@dai.com .
55	September 7, 2007	Danas	<i>National</i>	USAID supports Sandžak entrepreneurs Together at the Fashion Fair	Around thirty Sandžak textile and footwear entrepreneurs will participate a 48 th International Fashion fair in Belgrade, from 4 - 6 October, 2007. The grant agreement, within the USAID's Contingency Planning and Economic Security program was signed by Mr. Brian Holst, Program Chief of Party and, Mr. Šefkija Halilović, Sandžak Economic Development Agency (SEDA) Director.
56	September 8, 2007	TV Jedinstvo	<i>Regional (Sandzak)</i>	“Novi Pazar Economy " at the 48 th International Fashion Fair in Belgrade	USAID supports the participation of the Sandžak Economic Development Agency (SEDA)-led textile entrepreneurs on 48 th . International Fashion fair in Belgrade. The grant agreement was signed by Mr. Brian Holst, Program Chief of Party and, Mr. Šefkija Halilović, SEDA Director.
57	September 19, 2007.	Radio Sto Plus Main news at 15.00	<i>Regional (Sandzak)</i>	Gracijani realized its dream	Thanks to the support of USAID's Contingency Planning and Economic Security program Novi Pazar-based packaging producer <i>Gracijani d.o.o.</i> will exhibit its products at the 6 th Packtech Expo Balkan 2007 – International Fair of Packaging Materials, Machinery and Appliances to be held at Belgrade Fair. Gracijani is a winner of a recently completed business plan competition “Realize your Dream”
58	September 23, 2007.	Glas Javnosti	<i>National</i>	Anything can surprise us	NIS – We believe that the safety level in public life of local self-governments, towns and municipalities has been much

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
					<p>reduced and the sense of general insecurity has been increased... At the same time, a sort of “rivaling” relationship between the police and the army has resulted in the lack of civil protection system functioning in municipalities, towns and counties, though they do exist in a sort of organized form, the engineer Osman Balic, one of founders of Nis NGO Eurom Centre” and member of Presidium of Romany World Congress, says.</p> <p>- We propose amendments and additions to Law on local self-governments and we are putting efforts in one new viewpoint of protection concept in local self-governments because that issue has been so far treated in Serbia as military and geopolitical issue</p>
59	September 26, 2007.	Danas	<i>National</i>	Still without the strategy	<p>There is still no strategy in the event of emergencies, nor a bill regulating that area. Draft bill on Protection and Rescue, made by the Serbian Ministry of Interior, was withdrawn from the assembly procedure in May this year in order to establish as to who it would be in charge for the protection of citizens in emergencies. Predrag Maric, Deputy Minister of Interior Sector for Protection and Rescue, stresses that he advocates the concept allowing for the Ministry of Interior to be in charge of the sector.</p>
60	September 29, 2007.	RT Vojvodina 1	<i>Regional</i>	Reconstruction of levee along the edges of the Tisa river encircling Titel	<p>Reconstruction of levee along the edges of Tisa river encircling Titel is underway, and trainings of relevant actors in defense against floods will be organized in cooperation with USAID</p> <p>Reporter: U.S. Agency for International Development USAID will help train municipal actors and first responders on the local level in planning for defense against floods, within the Preparedness and Planning Program.</p> <p>Michael Pillsbury:</p>

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
					<p>We are working with 23 municipalities in Serbia, and the total program amount is 10 mil USD and is divided into two program components. Apart from Preparedness and Planning, another program component deal with strengthening economic security in targeted area and creating new job opportunities, said Michael Pillsbury, Program Director.</p>

ANNEX D: PERFORMANCE MONITORING TABLES

PERFORMANCE DATA TABLE – IMPACT INDICATORS (COMPONENT 1)

The following table presents the main project indicators and the targets for each year of SCOPES implementation. The original Performance Monitoring Plan was developed before submission of the Component 1 Assessment and Annual Training Plan left many "To Be Determined" aspects. These data tables represent Impact, Activity and Task indicators that reflect more accurate means to measure performance. Some indicators have been moved, others have been reformulated, some have been deleted, and new indicators have been added. For each change, explanation is provided. Indicators that have been deleted from the PMP or moved elsewhere within the Impact-Activity-Task range are presented in red. New indicators are presented in blue.

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Strategic Objective 2.11: Risk of Political Instability Reduced																
Intermediate Result 2.113: Rapid & Effective Response to Crisis																
Component 1: Support Local/National Crisis Planning & Rapid Response																
Score on Municipal Emergency Management Capacity Index (MEMCI)	Quantitative score	Municipality, Sectors, Baseline administration, Approved by USAID for inclusion in component, Monitoring administration	2006	TBD	TBD	0	TBD	59.01	TBD		TBD		TBD		TBD	
Notes: In FY07, the score reported reflects the average baseline score of all MEMCIed target municipalities that have been approved for inclusion in component activities. A "passing" score is 77.																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Number of municipal-level Response Plans produced	Number	Municipality, Response Plan	2006	0	0	0	TBD	16 munic (13/2006 + 3/2007), 32 plans (13 + 19)	33		TBD		TBD		TBD	
Notes: The Response Plans are produced in conformance with prevailing Serbian law and promote municipal compliance with law. Targets are cumulative.																
Lessons learned regarding use of municipal-level Response Plans in actual crisis events	Qualitative	Type of Entity, Location, Type of Crisis	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A					
Notes: Because the activation and implementation of municipal-level plans depends on accidents, natural disasters or manmade crises, as well as an as-yet-unregulated legal framework, this has been moved to an activity indicator. Identification and exploration of lessons learned from municipal planning and response in crisis events is an ongoing part of SCOPES training and networking activities. The lessons learned are included in "best practice" contributions.																
Number of municipalities with policy/planning documents approved by locally-elected authorities	Percent of municipalities participating in SCOPES capacity-building	Municipality, Type of policy of planning document	2006				30%	33% 7/21	30%							
Notes: This new indicator reflects substantive change from "stovepiping" municipal Response Plans to republic-level line ministries and illustrates willingness of local authorities to act at municipal level. Although not within SCOPES control, since the approval depends on actions by municipal assemblies or municipal executives, it points to "demilitarization" of disaster management in Serbia.																
National disaster management policy is drafted by Serbian government.	Yes/No		2006	0	0	0	No	No	No		TBD		N/A		N/A	

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
<p>Notes: This new indicator, although not within SCOPES control, emphasizes that developing national disaster management policy is a public priority of the government as a whole, not just of one or more ministries. The object of advocacy by SCOPES stakeholders, including those in the Disaster Management Working Group, a policy would representative substantive change at national and local level.</p>																
<p>Context/Reporting/Activity-level Indicators:</p>																
<p>Activity 1.1: Ongoing crisis planning and developing emergency preparedness skills in local government, relevant national government units, and civil society</p>																
<p>Activity 1.1 Number of actors and donor agencies participating in Disaster Management Working Group</p>	Number	Categorize as donor, bilateral, direct implementer, government official	2006	0	0	0	5	12	5		5		5		5	
<p>Notes: Although retained as a Task indicator, this is deleted as an impact indicator, since the number of actors itself does not reflect change that the group's advocacy might effect.</p>																
<p>Activity 1.1 Number of agencies or organizations actively participating in developing municipal-level CPPR plans and in related trainings</p>	Number	Type of agency (NGO, governmental, international, other)	2006	0	0	0	4 per plan	5.46 per plan	TBD		TBD		TBD		TBD	
<p>Notes: The challenge in broadening the base of participation in local disaster management is increasing the number of sectors represented in each municipality's team, so as to promote cooperation and coordination. This indicator has been deleted and reformulated below.</p>																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Activity 1.1 Number of sectors represented in developing municipal-level Response Plans and in related trainings	Number	Municipality, Sector, Republic vs. Municipal	2006				4	5.38	4.5							
<p>Notes: This is a new indicator that reflects cross-sectoral cooperation and coordination in municipal disaster management teams. The sectors are as follows: Civil Protection, Civil Society Development, Culture/Sport/Information, Education, Emergency Medicina/First Aid, Environmental Protection, Municipal Executive and Budget/Finance Administration, Natural Disaster Service/<i>Sluzba za elementarne nepogode</i>, Public Health, Public Utilities, Rescue and Firefighting, Senior Ranking Municipal Officials, Shelter/Demolition/Construction, Urban Planning and Ward-Level Communities/<i>Mesne zajednice</i>.</p>																
Activity 1.2: Support USAID rapid response in the event of a crisis through surge capacity.																
Activity 1.2 Number of days to field surge staff complement	Number	Organization, Title / Responsibilities, Gender, Age	N/A	N/A	N/A	N/A	N/A	N/A	N/A		N/A		N/A		N/A	
Activity 1.2 USD \$ Value of commodities	Dollar amount	Type of commodity	N/A	N/A	N/A	N/A	N/A	N/A	N/A		N/A		N/A		N/A	
Activity 1.2 USD \$ of grants responding to crisis	Dollar amount	FOG/IKG, Type of recipient, Location of recipient, Focus area of grant (shelter, food, etc.), status of grant (active, completed, withdrawn)	N/A	N/A	N/A	N/A	N/A	N/A	N/A		N/A		N/A		N/A	

PERFORMANCE DATA TABLE – MONITORING INDICATORS (COMPONENT 1)

The following table presents the main project indicators and the targets for each year of SCOPES implementation. Actual 2007 are the results up to September 30th, 2007. The original Performance Monitoring Plan was developed before submission of the Component 1 Assessment and Annual Training Plan left many "To Be Determined" aspects. These data tables represent Impact, Activity and Task indicators that reflect more accurate means to measure performance. Some indicators have been moved, others have been reformulated, some have been deleted, and new indicators have been added. For each change, explanation is provided. Indicators that have been deleted from the PMP or moved elsewhere within the Impact-Activity-Task range are presented in red. New indicators are presented in blue.

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
					(FY)		2006		2007		2008		2009		2010	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Component 2: Support Local/National Crisis Planning & Rapid Response																
Activity 1.1: Ongoing crisis planning and developing emergency preparedness skills in local government, relevant national government units, and civil society																
Task 1.1.1: Assess crisis response capacity at the national level and in target municipalities in Serbia and Montenegro. COMPLETED.																
Number of awareness raising workshops held at municipal level	Number of municipalities/ meetings		2006	TBD	0	0	9 (first 6 month)	17 mun / 61 mtgs	TBD		TBD		TBD		TBD	
Notes: This indicator is deleted since the preparations for participation in the Assessment and the Assessment itself have been completed.																
Number of CBOs and national organizations represented in municipal human security/CPDR awareness-raising meetings	Number		2006	0	0	0	7	10	TBD		TBD		TBD		TBD	
Notes: This indicator is deleted since the preparations for participation in the Assessment and the Assessment itself have been completed.																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Number of strategic planning workshops held in municipalities to contextualize Component One Assessment	Number		N/A	N/A	0	0	9 (up to March)	33, avrg 1.94 per munic	TBD		TBD		TBD		TBD	
Notes: This indicator is deleted since the preparations for participation in the Assessment and the Assessment itself have been completed.																
Task 1.1.2: Develop an initial component work plan and revise the work plan as needed, initially quarterly and after one year, at least on a semiannual basis																
No performance indicators needed. The Work Plan is itself the deliverable.																
Task 1.1.3: Build capacity in target municipalities to effectively monitor and plan for a wide range of crises.																
Number of municipalities surveyed for MEMCI baseline	Number							29	70							
Notes: This new indicator reflects the geographic reach of component activities in identifying local disaster management interlocutors.																
Number of persons included in MEMCI interviews	Number	Municipality						113	300							
Notes: This new indicator reflects the human resources reach of component activities in identifying local disaster management interlocutors.																
Number of Municipal Emergency Management Teams identified or formed	Number	Municipality	2006	0	5	0	9 (up to March)	21	30		TBD		TBD		TBD	

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Number of training sessions held annually to build capacity in target municipalities to monitor and plan for emergencies	Percent	Municipality	2006	0	0	0	TBD	9	15		TBD		TBD		TBD	
<p>Notes: This indicator reflects the number of trainings held. Training sessions include a number of municipalities, so as to encourage communication and coordination. In FY2007, one training session – a special training for the municipality of Kursumljija -- included representatives from only one municipality.</p>																
Number of subject-area modules included in training	Number	Subject area	2006	0	0	0	TBD	6	7		TBD		TBD		TBD	
<p>Notes: This new indicator reflects the depth and breadth of SCOPES training.</p>																
Number of participants trained in target municipalities to monitor and plan for emergencies	Number	Municipality, Event, Actual Persons, Repeaters through cycle	2006	0	0	0	TBD	258	500		TBD		TBD		TBD	
<p>Notes: This indicator reflects the total number of attendees at all training and capacity-building events. Audiences for any public events, such as field demonstrations, will be estimated and reported separately.</p>																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Number of municipalities with communication and coordination elements incorporated into Response Plans	Number	Municipality						3	31							
Notes: This new indicator reflects incorporation of communication and coordination into technical Response Plans. Targets are cumulative.																
Number of municipalities with drafted or approved local municipal response ordinances creating a "standing body"	Number	Municipality, Approving body (executive or legislative)						4	20							
Notes: This new indicator, although not within SCOPES control, reflects the willingness of local government to take greater responsibility for disaster management. It requires the mobilization of political will.																
Number of municipalities certified as "disaster resilient"	Number	Municipality						N/A	10							
Notes: This new indicator will reflect criteria established through cooperation of SCOPES with experts from the Faculty of Security Studies.																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Average score on individual monitoring skills assessment rating	Number		2006	0	0	0	25% up	3.44	TBD		TBD		TBD		TBD	
Notes: This indicator has been deleted . Individual skills of municipal disaster management team members are not tested.																
Task 1.1.4: Complete response plans with initial target municipalities within six (6) months of project start-up. COMPLETED																
Number of municipal-level CPPRs produced	Number		2006	0	0	0	5	13	TBD		TBD		TBD		TBD	
Notes: This indicator has been deleted after the six-month, post-start-up period. The number of municipal Response Plans produced is an Impact indicator, above.																
Task 1.1.5: Build networks for crisis prevention, mitigation, and response including the Serbian national government, local governments, international actors, media outlets, civil society, the private sector, and citizens.																
Number of agencies or organizations actively participating in developing municipal-level CPPR plans and related trainings	Number	Type of agency (NGO, governmental, international, other)	2006	0	0	0	4 per plan	5.46	TBD		TBD		TBD		TBD	
Notes: This is a duplicate of an Activity 1.1 indicator above and deleted here. The original Activity 1.1 indicator has been deleted and reformulated into a new Activity 1.1 indicator.																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Number of actors and donor agencies participating in Disaster Management Working Group	Number	Categorize as donor, bilateral, direct implementer, government official	2006	0	0	0	5	12	10		TBD		TBD		TBD	
Number of crisis simulations and exercises held	Number	Simulations, Exercises	2006	0	0	0	4	3	6		TBD		TBD		TBD	
Notes: To avoid duplication with the ongoing program funded by the International Federation of the Red Cross, some simulations are conducted in cooperation with the Serbian Red Cross. A precondition is the training of sufficient trainers to conduct simulations. In FY07, the Serbian Red Cross trained 18 trainers on July 21- 25, 2007, to be able to conduct simulations in future. The number represented here includes three simulations conducted during assessment skills training for SCOPES staff.																
Number of fora held for networking between municipal-level technical experts	Number	Municipality, Sector, Event, Date	2006	0	0	0	2	1	3		TBD		TBD		TBD	
Notes: This indicator reflects the total number of capacity-building events that are not training sessions, such as networking events, conferences, municipal exchanges.																
Number of participants in technical networking fora	Number		2006	0	0	0	10	30	TBD		TBD		TBD		TBD	
Notes: This indicator is deleted , since program participation is disaggregated by event and reported in another indicator.																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
\$USD value of grants to strengthen institutions to exert leadership in disaster management capacity building	USD	Number of grants						N/A	TBD	TBD	TBD		TBD		TBD	
<p>Notes: This new indicator reflects the development of lynchpins of a sustainable capacity-building network. The amount of funds will depend on quality and scope of project proposals.</p> <p>Task 1.1.6: Build linkages between municipalities and relevant national actors to support crisis prevention and planning in accordance with Serbia’s commitment to the Stability Pact’s Disaster Preparedness and Prevention Initiative.</p>																
Number of grants for community projects that demonstrate local-level application of DPPI models.	Number	Municipality, \$USD value						N/A	2							
<p>Notes: This is a new indicator. Projects could include field demonstrations within municipalities or between/among municipalities that involve national-level actors and local actors; application of GIS or other methods to develop a vulnerability map of a specific hazard; public education on prevention; creation of multimedia material, suitable for broadcast, on disaster risk reduction at local level; co-funding of a community project that manages a risk, such as marking fire exit paths in public buildings; or an interdisciplinary case study of a crisis event that can be used for professional development capacity-building. The number of projects to be supported and amount of grant funds to be disbursed will depend on the number and quality of projects.</p>																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Task 1.1.7: Provide training strategies in areas of local-level actor conflict analysis and management skills, media responsibility during crises, information dissemination during crises, and other																
Number of national conferences or local workshops held on media role and responsibility in crisis	Number	Event, Date	2006	0	0	0	3	0	3		TBD		TBD		TBD	
Notes: Result for FY07 is 0 since, for most of the reporting period, the component was directed to maintain a low public profile and to avoid working with media. Nevertheless, as the component activities began to appear in media, beginning in July 2007, representatives of local media attended as participants or observed three training sessions.																
Number of participants in workshops to improve media responsibility in crisis	Number	Event, Date	2006	0	0	0	TBD	N/A	45		TBD		TBD		TBD	
Notes: Result for FY07 is N/A since, for most of the reporting period, the component was directed to maintain a low public profile. In cooperation with the Nis Media Center, a team of local journalists produced multimedia material for use in SCOPES disaster management training, and three local journalists were named by three municipalities as participants in the municipal disaster management team.																
Task 1.1.8: Monitor on an ongoing basis changing political and social dynamics at municipal and national levels through polling, networking, or other appropriate means in order to assess the risks of conflict or civil crisis. (This includes, <i>inter alia</i>, monitoring developments in Kosovo that might lead to IDP movements in response to the Kosovo final status negotiation process.) Provide concise monthly reporting to USAID (that may be made available to other donors) on changing risks of social or political instability, the implications for surge capacity contingency planning, and, where appropriate, proposed activities to reduce tension or prevent conflict.																
Number of Crisis Monitoring Bulletins produced	Number	Date	2006	0	0	0	12	13	12		TBD		TBD		TBD	
Notes: The formal name of the deliverable may continue to change. In FY07, the project submitted, in addition to the monthly reporting, a Situation Report.																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Task 1.1.9: Develop assistance strategies for target municipalities that lack political will to engage in primary component activities or fall under USAID’s restrictions on assistance to Serbia.																
Number of organizations assessed as potential partners in planning and preparedness	Number		2006	0	0	0	N/A	N/A	TBD		TBD		TBD		TBD	
Notes: This indicator is deleted and replaced by a new indicator that reflects actual partners, as opposed to the number of potential partners.																
Number of CSOs trained in humanitarian response.	Number	International CSO, Local CSO						N/A	5							
Notes: This is a new indicator that represents the core of an alternative assistance network that can be called upon, if necessary.																
Task 1.1.10: Develop a crisis response plan with USAID/Serbia																
No performance indicators needed. Milestones and deliverables are included in Work Plan.																
Surge Planning Documents Produced							1	2								

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Activity 1.2: Support USAID rapid response in the event of a crisis through surge capacity. (TO Option)																
Task 1.2.1: Deploy staff																
21. Number of surge staff fielded in response to crisis	Number		2006	0	N/A	0	N/A	N/A	N/A		N/A		N/A		N/A	
22. Number of days to field surge staff complement	Number		2006	0	N/A	0	N/A	N/A	N/A		N/A		N/A		N/A	
Task 1.2.2: Implement required emergency response appropriate to the nature of the response																
23. Number / Tons of commodities delivered to designated site(s)	Number		2006	0	N/A	0	N/A	N/A	N/A		N/A		N/A		N/A	
24. USD \$ Value of commodities	USD		2006	0	N/A	0	N/A	N/A	N/A		N/A		N/A		N/A	
Task 1.2.3 and 1.2.4: Activate emergency grants																
25. Number of grants responding to crisis	Number		2006	0	N/A	0	N/A	N/A	N/A		N/A		N/A		N/A	

PERFORMANCE DATA TABLE – IMPACT INDICATORS (COMPONENT 2)

The following table presents the main project indicators and the targets for each year of SCOPES implementation.

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Strategic Objective 2.11: Risk of Political Instability Reduced																
Intermediate Result 2.113: Rapid & Effective Response to Crisis																
Context/Reporting/Activity-level Indicators																
Activity 2.1 Number of micro enterprises participating in USG assisted value chains	Number	Sector, Location	N/A				120	93	300							
<p>Note: Actual indicators are lower than targets this year because the initial estimates were requested in October 2006. Prior to the finalization of the Year 1 work plan in January 2007, project implementation team decided to shift its focus to the support of existing microenterprises instead of start-ups, with larger investment in grants, to maximize new job creation. With this approach, investments were distributed to a smaller number of businesses - the ones that had the potential to grow in the short-term based on their business plans.</p> <p>FY08 target – 200 additional might be too high, suggest 250, based on this year experience?</p>																
Activity 2.1 Number of micro enterprises receiving business development services from USG assisted sources	Number	Sector, Location	0	0	0	0	200	133	400		TBD		TBD		TBD	
<p>Notes: Please see above Note</p> <p>FY08 target – definitely too high as we will focus on targeted sub-sectors, suggest 300 maximum due to focus on targeted sectors?</p>																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Activity 2.1 Number of micro enterprises linked to larger-scale firms as a result of USG assistance to the value chain.	Number	Sector, Location	0	0	0	0	0	0	100		TBD		TBD		TBD	
Activity 2.2 Municipal recognition of Economic Working Group as resource for community input on economic issues	Number	Location	0	0	0	0	2	0	4		TBD		TBD		TBD	
Notes: Target was not met during the reporting period. Program focus was on initiating assistance to businesses in Year 1.																
FY08 target – four EWG will be recognized by municipal administration																
Activity 2.3 Public/private partnerships created	Number	Location	0	0	0	0	10	6	15		TBD		TBD		TBD	
Notes: Based on the agreement with USAID, work on this activity was deemphasized. Of the 6 counted for 2007, all were one-time event driven partnerships and not long-term ones.																
FY08 target – 9 new partnerships created (JA in 7 municipalities plus vocational training centers in Kraljevo and Novi Pazar).																

PERFORMANCE DATA TABLE – MONITORING INDICATORS (COMPONENT 2)

The following table presents the main project indicators and the targets for each year of SCOPES implementation.

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
					(FY)		2006		2007		2008		2009		2010	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Component 2: Economic Security																
Activity 2.1: Expand Economic Opportunities in Vulnerable Areas																
Task 2.1.1. For each target municipality, determine and implement the most effective program strategy for increasing economic security of vulnerable populations.																
1. Number of target municipalities with the most effective program strategy defined	Number		2006	TBD	0	0	7	7	12		TBD		TBD		TBD	
2. Number of initial sub-sectors/value chains defined	Number		2006	0	0	0	7	10	15		TBD		TBD		TBD	
Notes: Actual changed from 11 reported in last semi-annual report (April 2007) to 10 due to the assessment result which showed that Bujanovac tourism sub-sector can not be significantly improved within the SCOPES timeframe. FY08 target – 5 new municipality proposed to be included in program with at least one targeted sub-sector identified.																
3. Number of business plan competitions to “jump start” program	Number		N/A	N/A	0	0	2	7	14		TBD		TBD		TBD	
Notes: Responding to the interest, one competition was organized in each municipality instead of two regional competitions. FY08 target – at least one targeted competition to introduce innovation and increase employment will be organized in current municipalities.																
Task 2.1.3: Develop appropriate strategies to promote the growth of small, medium and micro-enterprises that would create jobs for and improve the economic security of vulnerable populations																
4. Number of Partners with MOU signed	Number		2006	0	5	0	7	7	12		TBD		TBD		TBD	
5. Percentage of business plan competition winners receiving assistance	Percent		2006	0	0	0	75%	% 100	90%		TBD		TBD		TBD	
Notes: Each BPC winner has been assisted through training, TA and/or grant. Some grant efforts are still in progress. FY08 target –MoUs will be signed with five new municipalities; 7 targeted competitions will be implemented in 7 initial municipalities and at least 90% of “winners” assisted.																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
6. Number of grants	Number		2006	0	0	0	100	24	TBD		TBD		TBD		TBD	
Notes: Program focused on providing technical assistance based on the need to increase to interested business, than on issuing grants. Otherwise, businesses were provided more TA/training than originally anticipated and fewer grants.																
7. Value of grants	USD		2006	0	0	0	\$750,000	\$193,470	\$990,000		TBD		TBD		TBD	
Notes: Linked to the point above, the volume of disperses grants was lower than targeted. FY08 target – Please note that this Target is non-cumulative.																
Task 2.1.4: Develop marketable skills among workers, especially from vulnerable populations, through the support of appropriate training programs.																
8. Number of people receiving training in improving business related skills	Number		2006	0	0	0	100	223	400		TBD		TBD		TBD	
9. Number of educational and business entities participating in organizing training programs	Number		2006	0	0	0	3	5	8		TBD		TBD		TBD	
Notes: As result of changed program approach, Actual exceeded the Target. FY08 target – additional ~200 people will be trained in marketable skills; we will continue cooperation with current training providers and engage at least three new (vocational schools in Novi Pazar and Kraljevo, business school in Presevo) .																
Task 2.1.5: Provide support to local businesses, financial institutions, cooperatives, and agricultural or other economic associations																
10. Number of companies receiving technical assistance and training aimed at improving their business performance	Number		2006	0	0	0	20	41	80		TBD		TBD		TBD	
Notes: As result of changed program approach, actual exceeded the target during the reporting period. FY08 target – additional ~40 companies will be assisted																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
11. Number of supplier groups receiving technical assistance and training aimed at improving their business performance	Number		2006	0	0	0	20	8	40		TBD		TBD		TBD	
Notes: The program capacity could not meet the target due to changed focus from supplier groups to individual companies. FY08 target – additional ~30 supplier groups will supported to make product improvements, expand markets and increase member services																
12. Number of companies with internship programs	Number		2006	0	0	0	3	7	20		TBD		TBD		TBD	
FY08 target – internship program will be introduced/strengthened in at least 20 companies																
13. Number of interns in internship programs	Number		2006	0	0	0	10	21	100		TBD		TBD		TBD	
14. Number of new jobs created	Number		2006	0	0	0	150	114	300		TBD		TBD		TBD	
Notes: Indicator not met. Directly correlated with number of businesses supported during the reporting period. FY08 target - 100 interns will be trained and some 200 new jobs will be created in initial municipalities.																
15. Increase sales in firms supported	USD		2006	0	0	0	0	0	TBD		TBD		TBD		TBD	
Notes: This is an indicator that the project will report on but will not set targets for.																
Task 2.1.6: Develop public/private partnerships to promote local economic development																
16. Number of civil groups participated in SCOPES activities and received training in advocacy	Number		2006	0	0	0	7	0	14		TBD		TBD		TBD	
Notes: Based on discussions with USAID, work in this area was de-emphasized during the reporting period. FY08 target – at least two groups in each municipality will be trained in advocacy																
17. Number of special events supported throughout SCOPES AOR	Number		2006	0	0	0	7	5	12		TBD		TBD		TBD	

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
<p>Notes: Program responded to initiatives that local communities approached with not met. FY08 target – at least 7 events with organized with SCOPES assistance and have corporate sponsor</p>																
<p>Activity 2.2 Improve Local Government Response to Community Needs</p>																
<p>Task 2.2.1: Build local government capacity to support improved economic opportunities</p>																
18. Number of Municipalities with appropriate entity representing local communities identified	Number		2006	0	0	0	3	4	7		TBD		TBD		TBD	
<p>Notes: EWGs exist in Prijepolje, Novi Pazar, Kraljevo and Bujanovac. FY08 target – all initial municipalities with established EWGs.</p>																
<p>Task 2.2.2: Improve capability in local government to provide citizen services, particularly to vulnerable populations</p>																
19. Number of Municipalities with staff received training and TA on improving capacities to serve vulnerable people	Number		2006	0	0	0	0	5	7		TBD		TBD		TBD	
<p>Notes: Tourism staff of SCOPES municipalities of Kraljevo, Kursumlija, Medvedja, Novi Pazar and Prijepolje participated in two-day training in how to market businesses of vulnerable population through tourism promotion of the municipality. FY08 target – all 7 municipalities supported in improving performance of Centres for Social Welfare</p>																
<p>Task 2.2.3: Support improved transparency and accountability to citizens, including information dissemination and communication strategies</p>																
20. Number of Municipalities with capacities of existing CAC assessed	Number		2006	0	0	0	7	0	TBD		TBD		TBD		TBD	
<p>Notes: Workplan proposes assessment of CACs in all municipalities but as all SCOPES municipalities either had adequately functional CAC or had identified a partner (MEGA/UNDP/MSP) to help establish/strengthen CAC. Therefore, SCOPES did not undertake activities in this area. In FY08 workplan SCOPES suggested change in approach: instead of working with CAC, focus on increasing transparency through participation in municipal budget hearings. This will result in a change of this indicator to one that measures increased participation in budget hearings. The program will report on this indicator but will not set a target.</p>																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Activity 2.3 Expand broad-based civic participation																
NOTES: Based on discussions with USAID Activities have been deemphasized due to change in the approach of the program.																
Task 2.3.1: Implement activities to engage citizens, vulnerable populations, and civil society organizations (including NGOs, business associations, etc.) in local economic development decision-making processes at the municipal level.																
21. Number of NGO or business association representing vulnerable populations receiving training in advocacy or presentation skills	Number		2006	0	0	0	7	0	14		TBD		TBD		TBD	
22. Number of special events targeting vulnerable people and organized by civic groups	Number		2006	0	0	0	7	3	10		TBD		TBD		TBD	
Task 2.3.2 Promote responsible reporting in the media in order to encourage social inclusion and fairness and avoid aggravating crisis situations																
FY08 target – at least two civic groups trained in advocacy in each municipality; 7 special events supported through AOR																
23. Number of reporters trained and supported to work on economy and issues related to vulnerable people	Number		2006	0	0	0	15	0	1 documentary		TBD		TBD		TBD	
Notes: This indicator is proposed to be excluded from PMP. Instead, SCOPES proposes to produce a documentary that will jointly promote USAID and its work in the targeted municipalities and show media how to approach such feature stories in a way that encourages social inclusion and fairness without compromising journalistic integrity. Indicator to be changed.																
FY08 target – produced one documentary covering all municipalities?																
Task 2.3.3 Support civil society organizations (including NGOs, business associations, and religious groups) through grants or mentoring to better address the obstacles facing vulnerable populations																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
24. Number multi-ethnic or cross-border events supported	Number		2006	0	0	0	2	5	15		TBD		TBD		TBD	
<p>Notes: No cross border activities were undertaken during the reporting period. The five multi-ethnic activities undertaken during the reporting period include: GOC summer camp, basketball tournament, fashion fair in Belgrade, Divac day, and European Rafting Cup. FY08 target – 20 events supported through grants in seven municipalities, at least 10 of those are multi ethnic or cross border events.</p>																
25. Number of NGOs organized and trained to perform capacity building processes	Number		2006	0	0	0	5	1	0		TBD		TBD		TBD	
<p>Notes: Target not met, from 5 NGOs targeted only 1 was created. GO-JA NGO, established with support of SCOPES, deals with youth issues in Medvedja. FY08 target – NGO capacity building is not an activity covered in the Year 2 work plan. A new indicator will be developed to track the impact of the challenge grant program for NGOs and other groups to address obstacles of VGs. At least 20 such programs will be supported.</p>																

ANNEX E: COPY OF THE MOU FOR PREPAREDNESS AND PLANNING ACTIVITIES



Serbia Contingency Planning and Economic Security Program (SCOPEs)



**MEMORANDUM OF UNDERSTANDING
BETWEEN
MUNICIPALITY OF TUTIN
AND
DEVELOPMENT ALTERNATIVES INC. (DAI), IMPLEMENTING AGENCY OF
SERBIA CONTINGENCY PLANNING AND ECONOMIC SECURITY PROGRAM
(SCOPEs)**

**СПОРАЗУМ О САРАДЊИ
ИЗМЕЂУ
ОПШТИНЕ ТУТИН
И
DEVELOPMENT ALTERNATIVES INC. (DAI), ИМПЛЕМЕНТАЦИОНОГ ПАРТНЕРА ПРОГРАМА
ЗА ПЛАНИРАЊЕ И РЕАГОВАЊЕ У КРИЗНИМ СИТУАЦИЈАМА И ЈАЧАЊЕ ЕКОНОМСКЕ
СИГУРНОСТИ (SCOPEs)**

1. PURPOSE OF THE MOU СВРХА СПОРАЗУМА

1.1. The purpose of this Memorandum of Understanding is to outline the arrangements under which Development Alternatives Inc. (hereafter called DAI), as a Prime Contractor to USAID under Contract Number DFD-I-00-05-00250-00 Task Order No. 1, and the Municipality of Tutin (hereafter called the Municipality) will cooperate in the implementation of the Serbia Contingency Planning and Economic Security Program (hereafter called SCOPEs) in Serbia. Both parties to this Memorandum are committed to working diligently, honestly and cooperatively with each other and all other stakeholders to perform the specified responsibilities and obligations in the support of the implementation of the SCOPEs Program in Serbia. The program is financed by the United States Agency for International Development (hereafter called USAID) and is part of USAID's larger strategy to promote the development of a strong and stable market democracy in Serbia and to support the reforms needed for Euro-Atlantic integration.

Сврха овог Споразума о сарадњи је да се дефинишу услови под којима ће Development Alternatives Inc. (у даљем тексту DAI), као извршни партнер Америчке агенције за међународни развој (USAID) под Уговором број DFD-I-00-05-00250-00, задатак број 1. и Општина Тутин (у даљем тексту Општина) сарађивати на спровођењу програма за Планирање и реаговање у кризним ситуацијама и јачање економске сигурности (у даљем тексту SCOPEs) у Србији. Обе споразумне стране се обавезују да ће радити вредно, поштено и да ће међусобно сарађивати, као и са другим партнерима, како би извршили назначене дужности и обавезе, а ради подршке SCOPEs програма у Србији. Програм финансира Америчка агенција за међународни развој (у даљем тексту USAID) и део је шире стратегије USAID-а за унапређење развоја јаке и стабилне тржишне демократије у Србији, као и за пружање подршке реформама неопходним за евроатланске интеграције.



Serbia Contingency Planning and Economic Security Program (SCOPES)



- 1.2. In general terms, SCOPES and the Municipality will cooperate in Program initiatives to develop the capacity to plan for and respond to natural disasters, crises and emergencies in Serbia.

Уопште гледано, SCOPES и Општина ће сарађивати на програмским иницијативама како би развили капацитете за планирање и реаговање у случају природних катастрофа, криза и ванредних ситуација у Србији.

2. ROLES AND RESPONSIBILITIES OF SCOPES

УЛОГА И ОДГОВОРНОСТИ SCOPES

- 2.1. SCOPES will provide suggestions, recommendations and general guidance to the Municipality on matters of mutual interest and which contribute to the successful implementation of the specific activities within SCOPES.

SCOPES ће пружити предлоге, препоруке и генералне смернице Општини за питања од заједничког интереса које доприносе успешном спровођењу програма SCOPES.

- 2.2. Through implementation of SCOPES, SCOPES will provide technical assistance in aspects of disaster management to municipal-level actors and other first responders including representatives of civil and business sector. It will build capacity in municipalities to plan for a wide range of crisis and will undertake local and national initiatives designed to promote preparedness policy and a culture of prevention.

Током реализације програма, SCOPES ће обезбедити техничку помоћ у аспектима управљања ванредним ситуацијама учесницима на општинском нивоу и другим лицима одговорним за реаговање непосредно након настанка ванредне ситуације, укључујући и представнике цивилног и привредног сектора. Ово ће изградити капацитете за планирање у општинама, које ће обухватити широк спектар ванредних ситуација, и предузимаће националне и локалне иницијативе намењене унапређењу политике приправности и информисању о превенцији.

- 2.3. Toward certifying the Municipality as “disaster-resilient,” SCOPES staff will assist the Municipality to develop (or update) plans that make up a disaster management system: response plans for specific hazards, communication plans that include both first responders and technical specialists for specific hazards, and standard procedures for communication and coordination that apply in emergency situations.

У циљу сертификавања Општине као “приправне за реаговање у ванредним ситуацијама” особље програма SCOPES ће помоћи Општини да развије (ревидира или ажурира) планове и друге релевантне документе који чине систем управљања ванредним ситуацијама: планове реаговања у случају специфичних опасности, комуникационе планове који укључују актере који први реагују и техничке експерте за специфичне врсте опасности и стандардизоване процедуре за комуникацију и координацију које ће се применити у ванредним ситуацијама.

- 2.4. Toward certifying the Municipality as “disaster-resilient,” SCOPES staff will assist the Municipality to participate in municipal exchanges and networking



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events within Serbia that are an opportunity to present and observe best practice in local-level disaster management.

У циљу сертификавања Општине као “приправне за реаговање у ванредним ситуацијама” особље програма SCOPES ће помоћи Општини да учествује у програмима размене и умрежавања у Србији који ће им пружити прилику да презентују и науче о позитивној пракси и о примерима добре праксе у управљању ванредним ситуацијама на локалном нивоу.

2.5. Toward certifying the Municipality as “disaster-resilient,” SCOPES staff will assist the Municipality to establish (or update) local policy that empowers a “standing body” for local disaster management that is in conformance with Serbian law and Serbia’s international commitments in disaster management

У циљу сертификавања Општине као “приправне за реаговање у ванредним ситуацијама” особље програма SCOPES ће помоћи Општини да утврди (ревидира или ажурира) политику на локалном нивоу -- правила и процедуре којом се подржава “стално тело” за управљање ванредним ситуацијама на локалном нивоу, а која је у складу са законском регулативом Републике Србије и њеним међународним обавезама и споразумима.

3. ROLES AND RESPONSIBILITIES OF MUNICIPALITY OF TUTIN

УЛОГА И ОДГОВОРНОСТИ ОПШТИНЕ ТУТИН

3.1. The Municipality will be responsible to positively promote and support Program activities.

Општина ће позитивно промовисати и подржати активности програма SCOPES.

3.2. The Municipality will designate a coordinator for SCOPES-related contingency planning-activities. The coordinator will be responsible for maintaining linkages between the appropriate SCOPES staff and Municipality. The designated coordinator will be selected among Municipal staff with education and/or background that correlates with the SCOPES programming activities.

Општина ће одредити координатора за активности у вези планирања и реаговања у кризним ситуацијама програма SCOPES. Координатор ће бити одговоран за одржавање веза између Општине и одговарајућег особља програма SCOPES. Одабрани координатор ће бити особа која је запослена у Општинској управи, са образовањем и/или искуством које је релевантно за активности програма SCOPES.

3.3. To assist SCOPES implementation, the Municipality will ensure participation of Municipal disaster management team members in SCOPES training sessions.

Да би допринели спровођењу програма SCOPES, Општина ће обезбедити учешће чланова тима за управљање ванредним ситуацијама на семинарима које ће SCOPES организовати.

3.4. The Municipality will, through a transparent process, include members of the civil and business sector who will participate in disaster management team activities.

Општина ће кроз транспарентни процес укључити чланове цивилног и пословног сектора који ће учествовати у активностима тима за управљање ванредним ситуацијама.



Serbia Contingency Planning and Economic Security Program (SCOPES)



- 3.5. The Municipality will provide all necessary conditions to its disaster management team to complete (or update) disaster management plans described in 2.3 above before mutually-agreed deadlines and will ensure usage of the plans in cases of emergency.

Општина ће обезбедити све неопходне услове члановима тима за управљање ванредним ситуацијама да заврше (ревидирају или ажурирају) планове за управљање ванредним ситуацијама поменутих у члану 2.3. пре обострано договорених рокова и осигураће примену плана у случају ванредне ситуације.

- 3.6. The Municipality will establish (or update the responsibilities of) a „standing body“ on local-level disaster management that is in conformance with Serbian law and Serbia’s international commitments in disaster management

Општина ће основати (или прилагодити одговорности) „стално тело“ на локалном нивоу за управљање ванредним ситуацијама које је у складу са законском регулативом и међународним обавезама и споразумима Републике Србије.

- 3.7. The Municipality will cooperate with SCOPES staff to provide information on an as needed basis on the impact of project activities, success stories, and other relevant information needed by SCOPES for its regular reporting on project activities to USAID.

Општина ће сарађивати са особљем програма SCOPES на обезбеђивању информација у вези са утицајем програмских активности, ефеката и резултата програма и других релевантих информација по потреби, а које су неопходне SCOPES програму за редовно извештавање USAID-у.

- 3.8. Whenever possible and in coordination with the SCOPES staff, the Municipality will allow free usage of Municipal space for the organization of meetings and events; Municipal Information boards or other information disseminating mechanisms will be available for the purpose of promoting SCOPES activities and the activities of the Municipality's disaster management team.

Када је то могуће и у координацији са особљем програма SCOPES, Општина ће дозволити употребу општинских просторија за организовање састанака и других дешавања. Огласне табле Општине и друга средства информисања ће бити доступна у сврху промовисања активности програма SCOPES и општинског тима за управљање ванредним ситуацијама.

Date:
Датум:

Šemsudin Kučević
President of the Municipality/ Председник општине
Municipality of Tutin/ Општина Тутин

Date: September 6, 2007
Датум: 6.09.2007.

Brian Holst
Chief of Party/ Директор
SCOPES